

Course Catalogue 2025/26

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General remarks

General:

Our bachelor programmes are divided into two faculties, Business & Management and Social Science.

We recommend that exchange students join one of our regular student cohorts in one of our bachelor programmes, e.g. *International Relations* or *International Business*, to avoid overlappings in the time schedule. Combinations of courses from different bachelor programmes and semesters might be possible in certain cases.

Since we are currently re-modeling our bachelor programs, some programs previously offered may not be available. Also, some of the new programs offered on our website may not be launched, since the launch of the program depends on the number of people signing up.

All courses are offered in English, except the language courses.

Language courses:

There are also various languages offered at all levels. Please refer to the languages section to see what is on offer. **Please note that languages and levels offered (CEFR) are subject to availability.** Students are allowed to take up to two languages and **are encouraged to take German.**

Master level courses

Our Master courses are open to exchange students with the background and language proficiency required to succeed in class, provided there are still free spaces.

To take courses in our Master program in *Management* or *Social TransFormation and Politics, Philosophy & Economics*, students need to fulfill the following **prerequisites**:

- completion of a Bachelor degree or equivalent status (e.g. in the *Grande Ecole* program),
- a background in business administration (for Master Management) or cultural sciences (for Social Transformation & PPE) and specific subjects (especially for semester 2 and 3 modules) and
- English proficiency on the level of C1.

The Master programs starts once a year in the fall semester. Most of the Master courses offered in the spring semester require a cultural sciences background. They rely strongly on the content covered in the first semester of our Master program.

We ask students interested in taking Master courses to send us transcript of records with all the courses they have taken so far, both on the Bachelor and the Master level, so that we can check if they fulfill the prerequisites.

It is also possible to mix Bachelor and Master courses, depending on the course schedule.

Class modality:

At Karlshochschule, classes are being taught in presential mode. Therefore, we cannot generally offer hybrid classes. This is particularly important for the planning of exams. Students must be physically present for their classes and exams. This is also valid for re-take exams taking place at a later point in the semester.

Schedule:

The timetables for our subjects vary every semester. Therefore, the final schedule for each semester is only available a few weeks before the semester. Our exchange students get access to their schedule shortly before their semester starts. You can then check possible overlappings, especially if you have picked subjects from different study programs. Our academic affairs office will offer special appointments for exchange students in order to adapt their schedule and make possible course changes

Learning agreement:

Due to the reasons explained in the paragraph above, the subjects you chose for your learning agreement are due to change. We do not have the possibility to check individual learning agreements on possible overlappings way ahead of time. Therefore, be aware that choices made several months or weeks before the start of the semester are provisional. In general, it is good to have some flexibility in terms of course selection.

It is important to emphasize that the Course Offerings for AY25-26 may be subject to change or availability.

Programmes offered:

New bachelor programmes, first year courses:

<https://karlsuniversity.de/en/bachelor-programs>

CORE	Core Curricular Modules
POL	Politics Specializations: <ul style="list-style-type: none">- Political Communication- Activism and Political Change- Sustainable Development
IR	International Relations Specializations: <ul style="list-style-type: none">- International Security- Human Rights & International Law- Development Studies
IB	International Business Specializations: <ul style="list-style-type: none">- International Marketing- Intercultural, Diverse & Inclusive Management- Sustainability Management
PPE	Politics, Philosophy & Economics
PSY	Business Psychology Specializations: <ul style="list-style-type: none">- Change & Transformation Management- International Human Resource Management- Market & Consumer Psychology

Master programmes:

<https://karlsuniversity.de/en/master-programs>

(subject to availability based on pre-requisites and demand)

MM	Masters (M.A) in Management with specializations
MST	Masters (M.A) in Social TransFormation-Politics, Philosophy & Economics

Language courses (fall/spring)

The classes are taught at different CEFR levels, availability of languages and specific levels depend on a minimum number of participants.

- English (4ECTS)
- German Language (4 ECTS)
- Arabic* (4ECTS)
- Chinese (4 ECTS)
- French (4 ECTS)
- Italian* (4ECTS)
- Spanish (4ECTS)

*currently not offered.

All courses are subject to availability based on demand.

German as a Foreign Language 1

<p>Qualifications objectives of the module:</p>	<p>Students who have successfully participated in this module will be able to:</p> <p style="text-align: center;">either</p> <p>–deal with simple everyday situations in the spoken language, –understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A1-A2, with no previous knowledge of the language),</p> <p style="text-align: center;">or</p> <p>–use their spoken language to take part in a suitable range of advanced business communication situations, –draw up accompanying written documents (target level B1-B2, with previous knowledge of the language with approx. three years of German at school).</p>
<p><i>Content of the module:</i></p>	<ul style="list-style-type: none"> – Communication skills in everyday situations – Pronunciation and intonation – General vocabulary – Basic grammar – Business vocabulary – Simple application of the language in professional situations – Production of simple texts – Initial contact with the civilisation and culture of the German-speaking world
<p>Target level A1-A2, specifically:</p>	<ul style="list-style-type: none"> – The basics of the phonetic and written form of the foreign language – Basic grammatical structures – Basic lexis – Learning aids
<p>Target level B1-B2, specifically:</p>	<ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Learning aids

German as a Foreign Language 2

<p>Qualification objectives of the module:</p>	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A2, with little knowledge of the language), <p style="text-align: center;">or</p> <ul style="list-style-type: none"> – use their spoken language to take part in a suitable range of business communication situations, – draw up accompanying written documents (target level B1-B2, with previous knowledge of the language with approx. three years of German at school). <p style="text-align: center;">or</p> <ul style="list-style-type: none"> – follow complex business communication situations and take part in them using the spoken language, – write longer texts with analytical contents in German.
<p>Content of the module:</p>	<ul style="list-style-type: none"> - Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. - Information on culture and civilisation is also included regularly in the course.
<p>Target level A2, specifically:</p>	<ul style="list-style-type: none"> - The basics of the phonetic and written form of the foreign language - Basic grammatical structures - Basic lexis - Learning aids
<p>Target level B1-B2, specifically:</p>	<ul style="list-style-type: none"> - Consolidation of knowledge of the language in oral and grammatical exercises - Extension of the general vocabulary and the basics of business vocabulary - Specialised texts - Learning aids

English as a Foreign Language (Business English) 1

Qualification Objectives of the module:	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none">– communicate in a broad variety of business situations in the English language,– know advanced terminology used in business as well as parts of the language for specific purposes and apply the terminology in practical business situations,– write complex texts,– use important rhetorical skills in English business communication environments,– participate actively in practical situations, initiating both subject-oriented discussions as well as interpersonal talk. <p>English level C1.1 (according to the Common European Framework of Reference for Languages)</p>
Content:	<p>Introduction to general business English terminology and vocabulary for specific purposes, introduction to business communication skills (written and oral), application of knowledge and skills in basic role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.</p>
Learning Methods:	<p>Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production.</p>
	<p>Special features are specified at the beginning of the semester.</p>

English as a Foreign Language 2

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none">– communicate with ease in a broad variety of business situations in the English language,– know the advanced terminology used in business as well as the language for specific purposes and apply it confidently in practical business situations,– write complex and coherent texts,– express themselves spontaneously and fluently in different situations,– differentiate shades of meaning in complex contexts. <p>English Level C1.2. (according to the Common European Framework of Reference for Languages)</p>
Content of the module	<p>Introduction to advanced business English terminology and vocabulary for specific purposes on an abstract and idiomatic level, advanced communication skills (written and oral), application of knowledge and skills in complex role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.</p>
Teaching and learning methods of the module	<p>Interactive lectures, case studies, role plays:</p> <p>exercises focussing on listening comprehension and oral production, reading comprehension and writing production</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>Special features are specified at the beginning of the semester.</p>

Courses offered in the Fall Semester 2025/26

First-year courses, Bachelor of Arts, Undergraduate

No.	Prog.	Title	ECTS-Credits
IMAN	CORE	Introduction to Management	6
REPR	CORE	Responsible Practices	4
SCIE	CORE	Introduction to Scientific Research Methods (2 semester course)	8
GECO	IB / IR	Global Economy	4
IVEN	IB	International Business Ventures*	5
INIR	IR	Introduction to International Relations	5
POLP	IR	Political Philosophy	5
CISO	IR / POL	Civic Society*	5

Second-year courses, Bachelor of Arts, Undergraduate

No.	Prog.	Title	ECTS-Credits
RESO	CORE	Resources: Financial Resources, Human Resources, Organization	6
IPRO	CORE	Introductory Company Project	6
ARST	CORE	Area Studies	6
ICAP	IB	Intercultural Advertising Psychology	6
INOR	IR	International Organizations	6
GLOG	IR(HRLa)	Global Governance	6
CTER	IR(ISec)	Contemporary Terrorism Studies	6
SUDE	PPE	Sustainable Development	6
CPRI	IR/PPE	Community Project and Social Impact (2 semester course!)	6+6

Third-year courses, Bachelor of Arts, Undergraduate

No.	Prog.	Title	ECTS-Credits
JHCR	IR,PPE	Justice, Human and Constitutional Rights	6
ECIN	IR, PPE	Economic Institutionalism	6
SIEM	IR, PPE	Social Impact and Empowerment	6

ETPR	IR,PPE	Ethics in Practice	6
CISM	BIB	Current Issues in Sustainability Management	6

Fourth-year courses, Master of Arts

General modules - Master Management ¹

No.	Prog.	Title	ECTS-Credits
CUTU	MM	Key Concepts for the Study of Management as Culture: Cultural Turns	5
BUSA	MM	Business Analysis	5
LERE	MM	Controlling: Leading for Results	5

General modules – Master of Social Transformation & PPE ²

INEC	MST	Introduction Behavioural Economics	5
IPHI	MST	Introduction to Philosophy of Action	5
INPA	MST	Introduction Political Action, Agency and Affect	5

Specialization modules Master ³

No.	Prog.	Title	ECTS-Credits
ABRA	MM	Approaching Brands	5
ASUS	MM	Approaching Sustainability	5
IDTY	MM	Identity	5
GLFB	MM	Globalization From Below	5

¹ reservation on availability depending on materialization of study program Master Management

² reservation on availability depending on materialization of study program Master of Social Transformation

³ availability depending on demand

Courses offered in the Spring Semester 2026

First-year courses (Bachelor of Arts, Undergraduate)

No.	Prog.	Title	ECTS-Credits
STTP	IB	Strategy as Theory and Practice	6
CPRO	IB	Community Project	4
INMA	IB	International Marketing	6
MSIC	IB	Marketing, Strategy, Implementation & Controlling	6
COMP	IR, PPE	Comparative Politics	6
FPAN	IR, PPE	Foreign Policy Analysis	6
STRA	IR, PPE	Introduction in Strategic Practice	4
ILAW	IR(HRLa)	International Public Law	6
ISEC	IR(ISec)	International Security	6
GENP	PPE	General Philosophy	6
INPE	PPE	Introduction to Pluralist Economics	6

Second-year courses (Bachelor of Arts, Undergraduate)

No.	Prog.	Title	ECTS-Credits
CARE	CORE	Accounting, Controlling and Reporting	6
EPRO	CORE	Enhanced Company and Consulting Project	6
CHMA	IB	Managing Change and Transforming Organizations	6
DCOC	IB	Developing Communication Campaigns	6
AUTO	IR/PPE	Autonomous Module	6
ETHI	IR/PPE	Ethics	6
JHCR	IR(HRLa)	Justice, Human and Constitutional Rights	6
CORE	IR(ISec)	Conflict Resolution	6

Fourth-year courses (Master of Arts)

General Modules - Master of Social Transformation & Politics, Philosophy and Economics ⁴

REPO	MST	Rel. Practices and Pol. Phil. of Resonance, Resist. & Resp.	5
POSO	MST	Political Practices, Social Movements and Civic Engagement	5
POCO	MST	Leading Others: Power, Conflict, and Negotiation	5
ALSO	MST	Alternative Organisational & Socio-Economic Practices	5

General modules - Master Management ⁵

No.	Prog.	Title	ECTS-Credits
CMAC	MM	Culture, Markets & Consumption	5
NORU	MM	Governance: Norms, Rules & Rituals	5
STRT	MM	Strategic Practice	5
POCO	MM	Power & Conflict	5

Specialization modules (availability depending on start of new master cohort)

No.	Prog.	Title	ECTS-Credits
SURD	MM, MST	Sustainable Urban Development	5
BRAS	MM, MST	Brand Strategies	5
GTCA	MM, MST	Global Trade, Challenges & Alternatives	5

⁴ reservation on availability depending on materialization of study program Master Management

⁵ reservation on availability depending on materialization of study program Master of Social Transformation

Module descriptions Fall Semester

Introduction to Management

Introduction to Management	
Status: December 2021	
Modul-Nr. / Code	IMAN
Module title	Introduction to Management
Semester or trimester	1st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	=
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the management cycle (analyze) and has particular references to STRA (plan), MVRE (plan) RESO (do), CARE (check), CHIN (act) and MELE.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Ronald Hartz
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 70 hours, Self-study = 110 hours)
Hours per week (SWS)	5

Assessment type / requirement for the award of credits	<p>The Assessment type is a Written Exam according to § 14 (2)</p> <p>Course and Examination Regulation (CER); see appendix.</p>
Grading & weighting of the grade within the total grade	<p>3 %</p> <p>Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.</p>
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • define and distinguish the main challenges of entrepreneurial activity and to relate them to enablers and constraints • describe the challenge of developing a product or service being valuable for customers (marketing management) and examine the potential of exploiting or manipulating others • describe the challenge of unfolding a value chain for creating and delivering value (operations management, supply chain management) and examine environmental implications • describe the challenge of coordinating financial flows along the value chain and thus recall principles of accounting, financing and investment appraisal (accounting, finance) • describe the challenge of organizing an organizational framework for allocating and distributing work packages among different people and of coordinating these people in an effective, sustainable and respectful way (human resources management) • describe the challenge of contextualizing organizations within legal requirements including institutional forms and taxation (legal, taxation) • recognize management as a cross-sectional function for planning, allocating, controlling and re-thinking the use of resources on the basis of the PDCA cycle

	<ul style="list-style-type: none"> • identify management techniques as cultural techniques and recall their political, societal, philosophical and/or anthropological implications • present the roles of managers in the context of different organizations from different perspectives.
Content of the module	<ul style="list-style-type: none"> • General Management <ul style="list-style-type: none"> ○ Managerial, organizational, entrepreneurial activities ○ Management goals (profit, non-profit, purpose-oriented) ○ Key activities (decision-making, planning) • Marketing <ul style="list-style-type: none"> ○ Key concepts of marketing (value-based marketing, customer relationships, segmentation, positioning, branding, marketing instruments, market research) ○ Critical Marketing Studies • Operations Management & Supply Chain Management <ul style="list-style-type: none"> ○ History (Industrial Revolution & Taylorism) ○ Key concepts (production systems, effectiveness/effectivity, production planning, supply chain/supply chain management) • HR & Organization <ul style="list-style-type: none"> ○ Key concepts of organization (vertical structures, departementalization, horizontal coordination) ○ Key concepts of human resource management (recruiting, managing talent, compensation & benefits) ○ Key concepts of leadership (leadership styles, followership) ○ Organizational communication, corporate culture ○ Critical Management Studies • Finance & Accounting

	<ul style="list-style-type: none"> ○ Key concepts of financial accounting (double-entry bookkeeping, financial statements) ○ Key concepts of managerial accounting (cost accounting, cost-benefit analysis, profitability reporting, budgeting, cash flow forecasting) ○ Financial markets ○ Risk management ● Legal & Taxation <ul style="list-style-type: none"> ○ Basic concepts of commercial law, labor laws, competition law ○ Basic concepts of taxation ● General Management <ul style="list-style-type: none"> ○ Quality management & PDCA cycle ○ Corporate Citizenship & Corporate Social Responsibility ○ The role of managers in society and culture
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	

Responsible Practices: Culture, Society, Ethics

Responsible Practices: Culture, Society, Ethics Status: December 2021	
Modul-Nr./ Code	REPR
Module title	Responsible Practices: Culture, Society, Ethics
Semester or trimester	1st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module forms the general foundation for a critical perspective on theory and practice and has particular links to the modules in the Management Cycle (IMAN, STRA, MVRE, RESO, CARE, CHIN, MELE) and in the Psychology Cycle
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Prof. Dr. Michael Zerr
Teaching language	English

Number of ECTS credits	5
Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact hours = 42 hours, Self-study = 108 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	Prerequisite for passing the module (passed / failed) and the awarding of credit points is the regular participation and processing of the accompanying reflection tasks.
Grading & weighting of the grade within the total grade	not applicable
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • understand the connection between knowledge and interest • interpret the theoretical and practical contingency of management and knowledge about leadership and leadership practices and their historical and cultural conditionality • classify management in a discourse context of instrumental rationality, feasibility, technocratic-bureaucratic formalization and quantification, alienation as well as power and control, exploitation and dominance. • make the "Cultural Turns" conceptually and methodologically fruitful for analysis and understanding of management and leadership practice • distinguish different positions, approaches, concepts, discourses and schools from business ethics from philosophical, economic and practical points of view and to present their statements and significance to the relationship between ethics and economics • critically question the "autonomy" and determinacy of economic action and the "normativity of economic factual logic" with regard to ethical claims and to reflect on the possibilities of a reintegration of practice, poetry and phronesis • reflect on their own study goals and personal motivations for a professional activity in management, to identify the cultural and social conditionality of their own thinking, learning and acting and to reflect on the connection between "group, topic, ego and

	<p>globe" within the framework of a moderated topic-centered interaction.</p> <ul style="list-style-type: none"> • experience and interpret different modes of "sensing" and "sense-making" in oneself and in "others" and to integrate them in the sense of holistic personality development • reflect, understand and interpret the integrative context of the programme with regard to its importance for their own professional development and lifelong learning
Content of the module	<ul style="list-style-type: none"> • Knowledge and Human Interest • Power and Knowledge • Ethical Approaches: Overview • Ethics and Digitization • Ethics and Economy • Cultural Turns • Postcolonial View • Feminist Perspectives • Historical Development and Contingency • Critical Management • Doing Ethics
Teaching and learning methods of the module	Interactive lectures, independent study of texts, classroom discussions, individual and group exercises, moderated reflection
Specials (e.g. online part, practice visits, guest lectures, etc.)	

Marketing Strategy, Implementation and Controlling

<h3><u>Marketing Strategy, Implementation, and Controlling</u></h3> <p>Status: April 2022</p>	
Modul-Nr. / Code	MSIC
Module title	Marketing Strategy, Implementation, and Controlling
Semester or trimester	1st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the marketing cycle and has particular references to the other modules in this cycle (TGVC, DMAR, ICOC, IMAD, CIMA, MELE).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Markus Gahler Janina Kleine Marcel Krenz
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9)

	Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • explain the process of strategic marketing in an international business environment • link strategic marketing decisions to applicable marketing instruments (pricing, distribution, communication) • understand the interrelationship between customer journeys and marketing funnels • identify tools and methods to plan, implement and control marketing relations actively • apply selected strategic methods and procedures in international cases
Content of the module	<ul style="list-style-type: none"> • Marketing skills • Marketing orientation • The process perspective: Customer journeys and marketing funnels • Information requirements as relevant to strategic analysis as well as analysis and selection of alternative marketing strategies to achieve an organisation's objectives (competitive advantages, competitive strategies) • Design of marketing operations of product and service companies from a strategic perspective (top-down and bottom-up) • Segmentation and selection of target markets; positioning and sustaining • Managing product and service life-cycles (launching, maintaining and re-launching products and services, end-of-life procedures) and customer life-cycles and the customer value including (lead

	<p>generation, customer retention, upselling and recovering)</p> <ul style="list-style-type: none"> • Linking marketing strategy and (instrumental/operational) execution • Marketing-specific project management methods and tools, planning, steering, management, implementation and controls • Selected methods and tools for strategic and operational marketing controls
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading (provided via Moodle):</u></p> <p>Arnould, E. J., & Wallendorf, M. (1994). Market-Oriented Ethnography: Interpretation Building and Marketing Strategy Formulation. <i>Journal Of Marketing Research (JMR)</i>, 31(4), 484-504.</p> <p>Bendle, N. T., Farris, P. W., Pfeifer, P. E., & Reibstein, D. J. (2016). <i>Marketing metrics: The manager's guide to measuring marketing performance</i>. Pearson Education, Incorporated. (excerpts)</p> <p>Kumar, V., Reinartz, W. (2018). <i>Customer Relationship Management. Concept, Strategy, and Tools</i>. Springer: Berlin Heidelberg. (excerpts)</p> <p>Porter, M. (1980). <i>Competitive Strategy. Techniques for Analyzing Industries and Competitors</i>, Free Press: New York. (excerpts)</p> <p>Wilson, R. M. S., Gilligan, C. (2018). <i>Strategic marketing management: Planning, implementation and control</i>. 3. Ed., Amsterdam, Heidelberg: Elsevier. (excerpts)</p> <p><u>Recommended reading:</u></p>

Introduction to Scientific Research Methods

*can only be taken if you are staying for the whole Academic Year

Introduction to Scientific Research Methods Status: December 2021	
Modul-Nr./ Code	SCIE
Module title	Introduction to Scientific Research Methods
Semester or trimester	1st and 2nd Semester
Duration of module	Two Semesters
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Every Year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	The module is applicable to all bachelor programs at Karlshochschule. It provides the methodological preparation to all modules.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Prof. Dr. Robert Lepenies

	Prof. Dr. Nadja Meisterhans
Teaching language	English
Number of ECTS credits	8
Total workload and its composition (e.g. self-study + contact time)	Total workload = 240 Hours (Contact Hours per Semester = 42 Hours, Self-Study per Semester = 78 Hours) (Total contact hours = 84 Hours, Total Self-Study = 156 Hours)
Hours per week (SWS)	3 SWS per Semester
Assessment type / requirement for the award of credits	The Assessment type is a Learners Portfolio according to § 14 (7) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	4 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: <ul style="list-style-type: none"> • understand different approaches of science and epistemology • explain the connection between science theory and standards of scientific work in social sciences • apply working techniques of scientific work • carry out procedures of qualitative and quantitative data collection and analysis • communicate scientifically appropriate and effective • present results effectively

	<ul style="list-style-type: none"> • facilitate critical thinking, project management and conflict-solving in small teams
Content of the module	<ul style="list-style-type: none"> • The nature of science <ul style="list-style-type: none"> ○ Epistemological perspectives ○ History of science ○ Intertextual discourse ○ Referencing • Qualitative data collection <ul style="list-style-type: none"> ○ Observation ○ Interviews ○ Discourse analysis ○ Audiovisual Analysis • Qualitative data analysis <ul style="list-style-type: none"> ○ Coding procedures ○ Theory-building • Quantitative data collection <ul style="list-style-type: none"> ○ Theoretical models and hypotheses ○ Operationalisation and measurement ○ Sampling and data collection • Quantitative data analysis <ul style="list-style-type: none"> ○ Descriptive analysis ○ Inferential analysis (ANOVA, regression) • Presenting scientific work (posters, presentations, papers)
Teaching and learning methods of the module	Content will be presented video-based on an online learning platform, sessions used for Q&A, practicing methods, group work and mentoring
Specials (e.g. online part, practice visits, guest lectures, etc.)	

Organizational Environment

Organizational Environment Status: December 2021	
Modul-Nr./ Code	OENV
Module title	Organizational Environment
Semester or trimester	1st Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module builds the basis for both the management cycle and the psychology cycle.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Stefan Jäger
Teaching language	English
Number of ECTS credits	5

Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact hours = 42 hours, Self-study = 108 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Case Study according to § 14 (12) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2,5 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able: <ul style="list-style-type: none"> • to describe political, economic, socio-cultural, technological, ecological and legal factors influencing entrepreneurial and business activity at local, regional, national and international level and their interactions, • to present, classify and interpret current economic problems and the essential theoretical approaches and models of economics, • to present the basic framework conditions, actors, institutions and instruments of (economic) political action and to critically interpret political decisions on the use of social resources, • to describe the importance of the legal system for entrepreneurial action in a national and international context and to solve entrepreneurial design tasks with the means of private, commercial, trade and labor law and

	<ul style="list-style-type: none"> • to perform a PESTEL analysis to explain opportunities and threats for businesses.
Content of the module	<ul style="list-style-type: none"> • Political, economic, social, technological, ecological and legal framework conditions for entrepreneurial activity • Institutions, instruments and objectives of economic policy • The importance of political institutions and relationships for entrepreneurship • Economic systems • Basic concepts of economics • Life cycle analysis and national accounts • Development of economic indicators • Main areas of macroeconomics and microeconomics • Social and demographic context of entrepreneurial activity • Public law: guarantee of freedom and reliable framework conditions • Forms of private law design in an entrepreneurial context, e.g.: <ul style="list-style-type: none"> ○ Principles of purchase contract law ○ Principles of contract for work and services law ○ Principles of company law ○ Principles of commercial law ○ Principles of labour law • Comparison of different legal cultures and (legal) forms of cross-border action • PESTEL-Analysis

<p>Teaching and learning methods of the module</p>	<p>Combination of interactive lecture, practice, self-study:</p> <p>Interactive Lecture (Instruction)</p> <p>Exercise with case studies on location decisions and country analyses (guided construction by students)</p> <p>Self-study for independent preparation and follow-up (design and reflection)</p>
<p>Specials (e.g. online part, practice visits, guest lectures, etc.)</p>	<p>Case studies, business games, simulation, excursions to political institutions or companies with current location decisions</p>

Global Economy

Global Economy Status: August 2021	
Module-Nr./ Code	GECO
Module title	Global Economy
Semester or trimester	1 st semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the study programs "International Business", "International Relations", "Politics, Philosophy and Economics", "Citizenship and Civic Engagement" and "Globalization, Governance and Law". It has interconnections to most other modules in these study programs, especially the modules Sustainable Development (SUDE), Area Studies (ARST), International Collaboration (ICOL) as well as to Cultural Studies (CUST), INIR, INOR, Ethics, FPAN, ECIN, JHCR, SIEM.

Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Prof. Dr. Robert Lepenies Dr. Hubert Hieke
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type of this module is a Written Examination of 120 minutes according to § 14 (2) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – outline the history of globalization from a critical perspective – differentiate orthodox and heterodox economic approaches and outline their epistemological and ideational foundations – apply orthodox and heterodox theories and models that facilitate the analysis of international economic activity and policy – identify their respective challenges, obstacles and limitations – denominate and present the processes of globalization from an interdisciplinary perspective, and the implications for business, politics and civil society

<p>Content of the module</p>	<p>The course content includes:</p> <ul style="list-style-type: none"> - Globalisation: What is it all about? <p>Noneconomic versus Economic Perspective. Indicators of Globalisation.</p> <ul style="list-style-type: none"> - Models of International Trade. Absolute and Comparative Advantage. Gains from Trade. - Trade Regulation: Tariffs, Permits, Externalities. Non-Economic Regulations. - The origins of money and debt - International finance - Strategies of economic development - Balance of Payments. Regional and Global Trade Imbalances. Issues and Implications of International (Non-) Competitiveness. - Environmental Issues such as Climate Change. Social Welfare - Race to the Bottom? Poverty and Equity. International Migration. - Winners and Losers of Globalisation? Local-National- International-Global? Post- Growth? Limits to Growth? Has Economics gone too far? - Economic policy I: fiscal and monetary - Economic policy II: trade and income - Beyond Globalization?
<p>Teaching and learning methods of the module</p>	<p>Theoretical components will interact with case studies and exercises (group and individual).</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>-</p>

Introduction to International Relations

Introduction to International Relations Status: July 2021	
Module-Nr./ Code	INIR
Module title	Introduction to International Relations
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – Describe the evolution of the modern states system and the transition from international to global society as context for the discipline IR – Explain and discuss the development of International Relations – Demonstrate an understanding of the major theories, concepts and debates in the discipline of International Relations and appreciate the strengths and weaknesses of the different approaches – Ability to think critically about International Relations and its relevance to the experience and interests of actors in the Americas, Europe, Asia, Australasia, Africa and the Middle East – Basic understanding of the major international and regional institutions in world politics as well as significant developments in world politics – Demonstrate critical understanding of both the philosophical and practical issues, which have underpinned the study, and practice of International Relations – Apply IR theory in a sophisticated way to a number of issue areas
Content of the module	<ul style="list-style-type: none"> • Theory and the Study of International Relations • Classical Realism – War, Human Nature and the use of Force • Neorealism – Explaining Superpower Dominance • Liberalism and liberal institutionalism • Constructivism – conventional and

	<p>critical approaches</p> <ul style="list-style-type: none"> • The English School and International Society • Structural Marxism • Critical Theory • Feminist approaches • Poststructuralism and Postmodernism • Postcolonial and decolonial approaches • International Ethics • Cosmopolitanism <p>Case Studies (Theories in Practice)</p> <ul style="list-style-type: none"> • Global Justice and the State • Foreign Policy, Diplomacy and War • International Political Economy • Terrorism • Human Rights • Regionalism • Environment and Sustainability • International Law and Humanitarian Intervention • Institutions and Regimes
Study Semester (or Trimester)	1 st semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 56, self-study = 94 hours)
Hours per week	4
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	This module is applicable for the bachelor program "International Relations". It has interconnections with all specific IR modules, as well as GECO and SUDE, ARST, ICOL, CORE, ECIN, ETSU and JHCR.
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Anthony Teitler

Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2,5 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

International Organizations

International Organizations	
Status: May 2021	
Module-Nr./ Code	INOR
Module title	International Organizations
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – Describe historical trends in the development of the existing global institutional framework – Identify the key features, roles and responsibilities of different International Organisations – Illustrate the role of state and non-state actors – Explain the internal and external dynamics of international organisations in a changing global environment – Distinguish major global challenges related to institutional integration
Content of the module	<ul style="list-style-type: none"> • Theory and History of International Organizations • Policy-Making in International Organizations • Activities of International Organizations • United Nations I: Goals, Charter, Organs, Organization • United Nations II: Security Council • European Union, Council of Europe • ASEAN • Arab League • WTO, IMF & World Bank • ILO, WHO, WIPO, WFP, UNESCO, UNICEF, IOM etc. • OECD, OPEC • NATO, OSCE • International Court of Justice & International Criminal Court

	<ul style="list-style-type: none"> • International Non-Governmental Organizations
Study Semester (or Trimester)	1 st semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 56, self-study = 94 hours)
Hours per week	4
Course type (mandatory, elective, etc.)	Mandatory
Applicability 24ft he module	The module is applicable to the bachelor programs "International Relations" and "Globalization, Governance and Law". It has interconnections with all specific IR and GGL modules, as well as ECIN, GECO, CUST, FPAN, CORE, ICOL, ETGL, ETPR, JHCR
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Dr. Lars Thomann Prof. Dr. Anthony Teitler
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 14 (6) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2,5 %
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
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Introduction in Political Science

Introduction in Political Science	
Status: May 2021	
Module-Nr./ Code	IPOS
Module title	Introduction in Political Science
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> • distinguish various sub-disciplines and approaches in political science, e.g. comparative politics, governance, political theory, international relations • comparatively analyse political processes (e.g. democratization, transformation, revolution, social movements), institutions (legislative, executive, judicial), actors (e.g. political parties, interest groups, the media) and issues/agendas of political debate and differentiate between types of political, governmental and electoral regimes • contrast important political ideologies, (e.g. liberalism, conservatism, socialism, Marxism, feminism) and ideas (e.g. about democracy, state, power, justice, rights), construct and evaluate different interpretations and apply conceptual approaches to various political contexts • identify the strengths and limitations of different international relation theories and describe the basics of the contemporary international system • describe the major theoretical and methodological approaches in the field of political science and apply (empirical) research methods in the field of modern political science

Content of the module	<ol style="list-style-type: none"> 1. Differentiation between politics and political science 2. Political power 3. Comparative Politics 4. Political Institutions 5. Political Actors 6. Governance 7. The State 8. Elections and voting 9. Political Theory: Overview of Ideologies and Ideas 10. Political Processes 11. Socio-cultural Structure of Politics 12. International Relations and the Contemporary International System 13. Theoretical and Methodological Research Approaches 14. Empirical Research Methods in Political Science
Study Semester (or Trimester)	1 st semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 56, self-study = 94 hours)
Hours per week	4
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	This module is applicable to the bachelor programs "Politics, Philosophy, Economics" and "Citizenship and Civic Engagement". It has interconnections with all specific PPE and CCE modules, as well as FPAN, POLP, CORE, JHCR, SUDE, ARST and STRA.
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Nadja Meisterhans Stephan Zimmermann
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER).

Grading & weighting of the grade within the total grade	2,5 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study, debate
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

International Public Law

<u>International Law (HRLa)</u>	
Status: August 2024	
Module-Nr./ Code	ILAW
Module title	International Law
Semester or Trimester	2nd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is part of the International Relations program. Within this program, it's part of the specialization Human Rights and International Law. It has interconnections with all specific modules, especially GECO, INOR, POLP, GLOG, ETHI, JHCR
Person responsible for the module	Prof. Dr. Nadja Meisterhans
Name(s) of the instructor(s)	Eva Hilla de Menacho
Teaching language	English
Learning outcomes of the module	Students who have successfully participated in this module will be able to: 1. describe the evolution, proliferation, diffusion, standardization, fragmentation, pluralization and contestation of

	<p>conflicting and overlapping international/global norms and regimes from the peace of Westphalia to the present</p> <ol style="list-style-type: none"> 2. demonstrate a critical understanding of the theories and philosophical principles upon which international law is based and its significance in international relations 3. distinguish the sources of public international law, the processes of creation, assertion, acceptance, legitimization 4. identify the various key actors in the global legal arena (including states, international organisations, courts, NGO's, MNC'S etc.) 5. discuss the basic principles and challenges of international public law from an interdisciplinary perspective 6. demonstrate a comprehensive knowledge and understanding of the current theoretical and doctrinal debates within public international law, (including Third World Approaches, Feminist Approaches, Marxist Approaches etc.) 7. critically assess the operations of international legal instrument such as treaties, resolutions, case law, soft law etc. 8. analyse current developments in international law and its role in the 21st century to regulate the access to global public goods 9. To reflect on perspectives and challenges of global constitutionalism in times of national populism 10. apply different legal regimes to current and fictitious cases
Content of the module	<p>In this module the history of the international legal system, theories of international law in the international system and critical approaches to international law will be reflected. This includes focusing on sources of international law, on actors in the legal system and to discuss perspective of statehood, self-</p>

	determination and recognition. To learn about law of treaties, jurisdiction and immunities, about state responsibilities and human rights, and other legal regimes
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 39, self-study = 141 hours)
Hours per week	3
Course type (mandatory, elective, etc.)	Mandatory
Assessment type / requirement for the award of credits	The assessment type is a Written Exam 90' according to § 14 (2) Course and Examination Regulation (CER)
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Textbooks:</p> <p>Hernández G. (2022): International Law. 2nd ed. Oxford: Oxford University Press</p> <p>Shaw, M. (2017): International Law. 8th ed. Cambridge: Cambridge University Press</p> <p>Materials:</p> <p>Dixon, M., McCorquodale, R., Williams, S. (2011): Cases and Materials on International Law. 5th. ed. Oxford: Oxford University Press</p> <p>Evans, M. (ed.) (2014): International Law. 4th ed. Oxford: Oxford University Press</p>

Recommended reading:

Chimni, BS (2017): *International Law and World Order: A Critique of Contemporary Approaches*. Cambridge: Cambridge University Press

Mansell, W., Openshaw, K. (2019): *International Law. A Critical Introduction*. 2nd ed. Oxford: Hart

Cali, B (2010): *International Law for International Relations*. Oxford: Oxford University Press

Charlesworth, H., and Chinkin, CM (2000): *The Boundaries of International Law: A Feminist Analysis*. Manchester: Manchester University Press

Gonchiarov, V., Zalesny, J., Balashenko, S., Valesilevich, G., & Pukhop, A. (2020). On the Importance of Philosophical Principles to the Social Concept of Global Constitutionalism. *WISDOM*, 16(3), 78–90. <https://doi.org/10.24234/wisdom.v16i3.332>

Kochi, T. (2020). The End of Global Constitutionalism and Rise of Antidemocratic Politics. *Global Society*, 34(4), 487–506. <https://doi.org/10.1080/13600826.2020.1749037>

Yasuaki O. (2017): *International Law in a Transcivilizational World*. Cambridge: Cambridge University Press

The students are also required to consult a variety of journal articles, think pieces, and sources of international law such as international legal treaties and case law.

Resources: Financial Resources, Human Resources, Organization

Resources: Financial Resources, Human Resources, Organization

Status: May 2022

Module-Nr./ Code	RESO
Module title	Resources: Financial Resources, Human Resources, Organization
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the management cycle (do) and has particular references to IMAN (analyze), OENV (analyze), STTP (plan), RESO (do), CARE (check), CHLE (act) and MELE (elective). It is part of all management programs at Karlshochschule.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp

Name(s) of the instructor(s)	Iris Wuttke-Hilke Gaye Özcelik Tobias Höltzel
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 84 hours, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • execute strategy based through a management process where they <ul style="list-style-type: none"> ○ assess ○ select ○ recruit/procure ○ organize ○ allocate & ○ develop financial and human resources, • manage resources in a purposeful way in the context of varying conditions (“constraints”), strategies and conflict situations (“tensions”), • apply different methods of researching and making decisions regarding the procurement measures required in a company, • describe the tasks and instruments of financial management (financial consequences of productivity-

	<p>based decisions, alternative forms of financing, short and long-term financial and liquidity planning, capital expenditure budgeting including its mathematical principles),</p> <ul style="list-style-type: none"> • understand the role of human resource management within the context of general management, explain and critically question the most important structures and processes of HRM and apply selected methods and tools of personnel management, • analyse the composition of the organization and its formal structure, interpret the objectives and conditions of structuring an organization and assess organization structures with a view to the situation and cultural context.
Content of the module	<ul style="list-style-type: none"> • Differentiation between the factors work and capital • The interrelation between productivity-based and financial decisions in a company • Decisions on the employment of capital (principles, static and dynamic methods of capital expenditures budgeting) • Decisions on the procurement of capital (systemisation and presentation of various financing types) • Tasks and instruments of financial management • Principles of financial and liquidity planning • Development and implementation of HR strategies • HR planning and procurement • HR selection • Personnel leadership, employee loyalty, personnel development • Views of man, work structuring, motivation, performance and reward • Conditions, objectives and concept of international HRM • Diversity as a challenge for personnel development • Interdependency between the organization and the individual • Organization with the context of starting a company

	<ul style="list-style-type: none"> • The organization from an institutional, functional and instrumental perspective • Organizational conditions and tensions • Structures and processes in conflict areas of formal and informal organization • The impact of corporate culture on organization structuring
Teaching and learning methods of the module	Augmented-learning game with interactive lectures, group work and group discussions
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p>Atrill, P., McLaney, E. (2017), Accounting and finance for non-specialists. 10.ed. Harlow: Pearson Education. [selected chapters]</p> <p>Child, J. (2015): Organization: Contemporary Principles and Practice. 2. ed., Chichester: John Wiley & Sons. [selected chapters]</p> <p>Frankfurt, H. (2005). On bullshit. Princeton N.J.: Princeton University Press. [selected chapters]</p> <p>Torrington, D., Hall, L., Taylor, S. (2009): Fundamentals of Human Resource Management: Managing People at Work. Harlow (u.a.): Financial Times Prentice Hall. [selected chapters]</p> <p><u>Recommended reading:</u></p> <p>Armstrong, M.; Taylor, S. (2017). Armstrong's Handbook of Human Resource Management Practice: Essentials of Category Management, SRM, Negotiation, Contract Management and Supply Chain Management. 14. ed. London: Kogan Page.</p>

	<p>Brealey, R., Myers, S., Allen, F. (2016): Principles of Corporate Finance. 12. ed., New York: McGraw-Hill Education.</p> <p>Jones, G. (2013): Organizational Theory, Design, and Change: Text and Cases. Global ed., 7. ed., Boston (u.a.): Pearson Education.</p> <p>Levitt, S., Dubner, S. (2009): Freakonomics: a Rogue Economist Explores the Hidden Side of Everything: New York (u.a.): Harper.</p> <p>Malik, F., Scherer, J. (2015). Managing Performing Living: Effective Management for a New World, Frankfurt: Campus Verlag.</p> <p>Watson, D., Head, A. (2016). Corporate Finance. Principles and Practice. 7. ed., Harlow (u.a.): Pearson Education.</p>
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Introductory Company Project

<p>Introductory Company and Consulting Project</p> <p>Status: May 2022</p>	
Module-Nr. / Code	I PRO
Module title	Introductory Company and Consulting Project
Semester or trimester	3rd semester
Duration of module	Single semester
Course type	Mandatory

(Mandatory, elective, etc.)	
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of all bachelor programs in management at Karlshochschule International University and is linked to the other modules of the practice cycle (CPRO, EPRO, INTS). The subject of the project may vary according to the program.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Tim Born et al.
Teaching language	German/English/other (depends on the subject of the project and the "sponsor")
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 84 hours, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	The assessment type of the module is a Project work § 14 (11) Course and Examination Regulation (CER); see appendix

Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • develop a solution for a basic management challenge • apply project management techniques, research methods, strategic tools and creativity techniques • allocate tasks between group members in a given time period • reflect conflicting issues within team structures and between internal and external expectations • display a willingness to communicate professional with clients • present professional concepts in an appropriate manner
Content of the module	<ul style="list-style-type: none"> • Input workshops <ul style="list-style-type: none"> ○ Advanced project management ○ Company-client relationships and professional communication ○ Creativity techniques ○ Idea conception ○ Market Research • Project <ul style="list-style-type: none"> ○ Problem sketch ○ Project charter • Coaching <ul style="list-style-type: none"> ○ Presentation and storytelling ○ Strategic consulting ○ Team mediation ○ Voice and body language

Teaching and learning methods of the module	<p>Introductory workshops on methods and techniques in intensive days</p> <p>Autonomous teamwork (self-managed teams)</p> <p>Coached teamwork in intensive weeks</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>In teams of 5-6 participants, the students find a project (from a pool of external projects), plan it autonomously and implement it, starting with the generation of an idea and concluding with a presentation of the results. In this process, they learn creative techniques and project management methods and develop communication and team-working skills.</p>
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p>Verzuh, Eric (2015): The fast forward MBA in Project Management. 5. ed., Hoboken N.J.: John Wiley & Sons.</p> <p><u>Recommended reading:</u></p> <p>Becker, L.; Ehrhardt, J., Gora, W. (Hrsg.) (2009). Projektführung und Projektmanagement. Düsseldorf: Symposion.</p> <p>Boos, E. (2011). Das große Buch der Kreativitätstechniken. München: Compact.</p> <p>International Institute of Business Analysis (2015). BABOK v3 – A Guide to The Business Analysis Body of Knowledge. Toronto: International Institute of Business Analysis.</p> <p>Knapp, J. (2016). SPRINT. How to solve big problems and test new ideas in just five days. New York: Simon & Schuster.</p>

Kumar, V. (2013). 101 Design Methods. A structured approach for driving innovation in your organization. Hoboken N.J.: John Wiley & Sons.

Morris, P. (2013). Reconstructing Project Management. Chichester: John Wiley & Sons.

Osterwalder, A.; Pigneur, Y.; Bernarda, G.; Smith, A. (2014). Value Proposition Design. Hoboken N.J.: John Wiley & Sons.

Michalko, M. (2006). Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.

Project Management Institute (2017). A guide to the Project Management Body of Knowledge (PMBOK guide). Pennsylvania: Project Management Institute.

Schelle, H. (2014). Projekte zum Erfolg führen: Projektmanagement systematisch und kompakt. 7. Aufl., München: dtv.

Sutherland, J. (2014). SCRUM. A revolutionary approach to building teams, beating deadlines and boosting productivity. London: Random House.

Intercultural Advertising Psychology

<u>Intercultural Advertising Psychology (IMar)</u>	
Status: August 2024	
Modul-Nr. / Code	ICAP
Module title	Intercultural Advertising Psychology
Semester or trimester	3rd Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the specialization Market and Consumer Psychology in the psychology cycle and has particular references to the other modules in the psychology cycle.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	N.N.
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 39 hours, Self-study = 141 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Case Study 36h according to § 14 (11) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • describe psychological constructs and mechanisms that influence the behavior of consumers. • describe models of advertising impact and purchasing decisions and can analyze and evaluate advertising on this basis. • describe psychological factors influencing the perception of advertising, the impact of advertising and intercultural facets. • categorize and compare different psychological models of advertising impact measurement and theories. • describe personal, social and cultural determinants of consumer behavior and advertising impact. • transfer the findings of advertising and consumer psychology to the issues and situations of a company and present relevant aspects of brand identity and positioning in the form of an advertising strategy.
Content of the module	<ul style="list-style-type: none"> • History and subject of advertising psychology • Psychological determinants of consumer behavior (activating processes such as motivation and emotion, cognitive processes of information processing) • Purchase decision behaviour and intercultural differences in purchasing decision behavior • Advertising impact: models and measurement • Design of advertising stimuli according to psychological principles, discussion of case studies • Personal, social and cultural determinants of advertising effectiveness and perception
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature	<u>Required reading (provided via Moodle):</u>

(Required reading/supplementary recommended reading)	<p>Fennis, Bob M. (2020). <i>The Psychology of Advertising</i>. Routledge. [selected chapters]</p> <p>Papers from <i>Journal of Marketing, Psychology & Marketing, Journal of Advertising</i> and others; defined by lecturer before semester starts.</p> <p><u>Recommended reading:</u></p> <p>Bonsu, S. K. (2009). Colonial images in global times: Consumer interpretations of Africa and Africans in advertising. <i>Consumption, Markets and Culture</i>, 12(1), 1-25.</p> <p>Drumwright, M. E., & Kamal, S. (2016). Habitus, doxa, and ethics: Insights from advertising in emerging markets in the Middle East and North Africa. <i>Consumption Markets & Culture</i>, 19(2), 172-205.</p>
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International Organizations

<u>International Organizations</u> Status: August 2024	
Modul-Nr. / Code	INOR
Module title	International Organizations
Semester or trimester	3rd Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	It's also part of the International Relations program. Within this program, it's part of the general IR cycle.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Dr. Eric Heine

Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 39 hours, Self-study = 141 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Written Assignment according to §14 (4) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • Describe historical trends in the development of the existing global institutional framework • Identify the key features, roles and responsibilities of different International Organisations • Illustrate the role of state and non-state actors • Explain the internal and external dynamics of international organisations in a changing global environment • Distinguish major global challenges related to institutional integration
Content of the module	<ol style="list-style-type: none"> 1. Theory and History of International Organizations 2. Policy-Making in International Organizations 3. Activities of International Organizations 4. United Nations I: Goals, Charter, Organs, Organization 5. United Nations II: Security Council 6. European Union, Council of Europe 7. ASEAN 8. Arab League 9. WTO, IMF & World Bank 10. ILO, WHO, WIPO, WFP, UNESCO, UNICEF, IOM etc. 11. OECD, OPEC 12. NATO, OSCE 13. International Court of Justice & International Criminal Court

	14. International Non-Governmental Organizations
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading (provided via Moodle):</u></p> <p>Hurd, I. (2011): <i>International Organizations: Politics, Law, Practice</i>. Cambridge: Cambridge University Press.</p> <p>Rittberger, V., Zangl, B. and Kruck, A. (2012): <i>International Organization</i>, 2nd ed. Basingstoke: Palgrave.</p> <p><u>Recommended reading:</u></p> <p>Abbot, Kenneth and Duncan Snidal (1998): Why States Act Through Formal International Organizations, in: <i>Journal of Conflict Resolution</i>, Vol. 42, No. 1, pp. 3 – 32.</p> <p>Barnett, Michael and Martha Finnemore (1999): The Politics, Powers, and Pathologies of International Organizations, in: <i>International Organization</i>, Vol. 53, No. 4, pp. 699 – 732</p> <p>Ikenberry, J. (2018) The end of liberal international order, <i>International Affairs</i>, 94 (1), 7-23</p> <p>Koremenos, Barbara, Charles Lipson, and Duncan Snidal (2001): The Rational Design of International Institutions, in: <i>International Organization</i> 55(4):513-53.</p> <p>Louis, M. and Maertens, L. (2021) <i>Why International Organizations Hate Politics: Depoliticizing the World</i>. New York: Routledge</p> <p>Karns, M. and Mingst, K. (2010) <i>International Organizations: The Politics and Processes of Global Governance</i>. Boulder: Lynne Rienner Publishers</p> <p>Klabbers, J. (ed. 2022) <i>The Cambridge Companion to International Organizations Law</i>. Cambridge: Cambridge University press</p> <p>Weiss, T. G., Wilkinson, R. (2013): <i>International Organization and Global Governance</i>. Milton Park, New York: Routledge</p>

Global Governance

<u>Global Governance (HRLa)</u>	
Status: August 2024	
Module-Nr./ Code	GLOG
Module title	Global Governance
Semester or trimester	3rd Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the International Relations program. Within this program, it's part of the specialization Human Rights and International Law.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 39, self-study = 141 hours)
Hours per week	3

<p>Assessment type / requirement for the award of credits</p>	<p>The Assessment type is a Case Study 36h according to § 14 (12) Course and Examination Regulation (CER); see appendix.</p>
<p>Grading & weighting of the grade within the total grade</p>	<p>3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.</p>
<p>Qualification objectives of the module</p>	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> differentiate and critically examine various theoretical perspectives on global governance describe contemporary global governance, its key challenges and potential solutions distinguish contemporary institutions of global governance and classify their decision-making mechanisms Critically evaluate the outcome of different mechanisms of global governance and assess possible improvement Interpret current debates about peacekeeping, intervention, nuclear non-proliferation, global economic governance, global climate change, and the global human rights regime
<p>Content of the module</p>	<ol style="list-style-type: none"> 1. Concepts and Theories of Global Governance 2. Globalisation and Global Governance 3. Institutions of Global Governance 4. Peacekeeping and Intervention 5. Nuclear Non-proliferation 6. Rising Powers and the Emerging Global Order 7. Global Trade and Finance 8. Global Political Economy 9. UN Millennium Development Goals and beyond 10. Global Poverty 11. Refugees and Forced Migration

	<p>12. Climate Change</p> <p>13. Global Human Rights</p> <p>14. Regionalism and Global Governance</p> <p>15. Future of Global Governance</p>
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Online events, guest speakers, case studies, workshops
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p>Baylis, J. Smith, S. and Owens, P. (2023, 9th edition) The Globalization of World Politics. Oxford: Oxford University Press [selected chapters]</p> <p>Hurrell, A. (2007) On Global Order: Power, Values, and the Constitution of International Society. Oxford: Oxford University Press</p> <p>Weiss, T. G. (2013): Global Governance: Why? What? Whither? Cambridge: Polity Press</p> <p><u>Recommended readings:</u></p> <p>Falk, R. (2014): (Re)Imagining Humane Global Governance. Milton Park, New York: Routledge</p> <p>Held, David and Anthony McGrew (2002): Globalization/Anti-Globalization: Cambridge: Polity Press</p> <p>Krasner, S. (1983): International regimes. Ithaca: Cornell University Press</p> <p>Sinclair, T. J. (2012): Global Governance. Cambridge: Polity Press</p> <p>Weiss, T. G., Wilkinson, R. (2013): International Organization and Global Governance. Milton Park, New York: Routledge</p>

Contemporary Terrorism Studies

<u>Contemporary Terrorism Studies (ISec)</u>	
Status: August 2024	
Module-Nr./ Code	CTER
Module title	Contemporary Terrorism Studies
Semester or trimester	3rd Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	It's also part of the International Relations program. Within this program, it's part of the specialization International Security.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 39, self-study = 141 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Case Study 36h according to § 14 (12) Course and Examination Regulation (CER); see appendix.

<p>Grading & weighting of the grade within the total grade</p>	<p>3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.</p>
<p>Qualification objectives of the module</p>	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> understand the historical development of terrorism and how it has evolved into its contemporary forms (historical context) critically assess the various theoretical perspectives on terrorism (theoretical frameworks) identify and differentiate between various types of terrorism, including state-sponsored, religious, and ideological terrorism (typologies of terrorism) analyze key case studies of contemporary terrorist organizations and incidents (global case studies) examine the processes and factors that lead to radicalization and recruitment into terrorist groups (radicalization processes) evaluate the effectiveness of different counter-terrorism measures and policies (counter-terrorism strategies) assess the social, political, and economic impacts of terrorism (impact assessment) explore the ethical dilemmas and human rights issues surrounding counter-terrorism efforts (ethical Considerations)
<p>Content of the module</p>	<p>Introduction to Terrorism:</p> <ol style="list-style-type: none"> 1. Definition and conceptualization of terrorism 2. Historical evolution and changing nature of terrorism <p>Ideologies and Motivations:</p> <ol style="list-style-type: none"> 3. Religious extremism and terrorism 4. Political ideologies driving terrorism 5. Ethno-nationalist and separatist movements <p>Terrorist Organizations and Networks:</p>

	<p>6. Analysis of prominent terrorist groups (e.g., ISIS, Al-Qaeda)</p> <p>7. Structure and dynamics of terrorist networks</p> <p>8. Financing and support mechanisms</p> <p>Tactics and Strategies:</p> <p>9. Use of violence and propaganda</p> <p>10. Suicide terrorism and radicalization processes</p> <p>11. Cyberterrorism and modern technological threats</p> <p>Counterterrorism Measures:</p> <p>12. National security policies and strategies</p> <p>13. Intelligence gathering and analysis</p> <p>14. Legal frameworks and international cooperation</p> <p>Impact and Consequences:</p> <p>15. Psychological effects on individuals and communities</p> <p>16. Economic ramifications of terrorism</p> <p>17. Social and political repercussions</p> <p>Case Studies and Contemporary Issues:</p> <p>18. Examination of recent terrorist attacks</p> <p>19. Regional hotspots and conflicts</p> <p>20. Emerging trends in terrorism</p> <p>Debates and Ethical Considerations:</p> <p>21. Civil liberties vs. security measures</p> <p>22. Use of military force and drone warfare</p> <p>23. Human rights implications</p>
Teaching and learning methods of the module	Interactive Lectures
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading</u></p> <p>Muro, Diego and Wilson, Tim (eds.). "Contemporary Terrorism Studies." Oxford University Press, 2022</p>

	<p><u>Recommended readings:</u></p> <p>Hoffman, Bruce. "Inside Terrorism." Columbia University Press, 2017.</p> <p>Jackson, Richard, and Samuel Justin Sinclair. "Contemporary Debates on Terrorism." Routledge, 2012.</p> <p>Jackson, Richard. "Write the War on Terrorism." Manchester University Press, 2005</p> <p>Sageman, Marc. "Understanding Terror Networks." University of Pennsylvania Press, 2004.</p> <p>Schmid, Alex P. "The Routledge Handbook of Terrorism Research." Routledge, 2011.</p> <p>Sjoberg, Laura, and Caron E. Gentry. "Mothers, Monsters, Whores: Women's Violence in Global Politics." Zed Books, 2007.</p> <p>Silke, Andrew (2019) <i>Routledge Handbook of Terrorism and Counterterrorism</i>. Abingdon: Routledge.</p> <p>Wilkinson, Paul. "Terrorism Versus Democracy: The Liberal State Response." Routledge, 2013.</p>
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Sustainable Development

<u>Contemporary Terrorism Studies (ISec)</u>	
Status: August 2024	
Module-Nr./ Code	CTER
Module title	Contemporary Terrorism Studies
Semester or trimester	3rd Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
If relevant, course units within the module	-

Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	It's also part of the International Relations program. Within this program, it's part of the specialization International Security.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 39, self-study = 141 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Case Study 36h according to § 14 (12) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: understand the historical development of terrorism and how it has evolved into its contemporary forms (historical context) critically assess the various theoretical perspectives on terrorism (theoretical frameworks) identify and differentiate between various types of terrorism, including state-sponsored, religious, and ideological terrorism (typologies of terrorism)

	<p>analyze key case studies of contemporary terrorist organizations and incidents (global case studies)</p> <p>examine the processes and factors that lead to radicalization and recruitment into terrorist groups (radicalization processes)</p> <p>evaluate the effectiveness of different counter-terrorism measures and policies (counter-terrorism strategies)</p> <p>assess the social, political, and economic impacts of terrorism (impact assessment)</p> <p>explore the ethical dilemmas and human rights issues surrounding counter-terrorism efforts (ethical Considerations)</p>
<p>Content of the module</p>	<p>Introduction to Terrorism:</p> <p>24. Definition and conceptualization of terrorism</p> <p>25. Historical evolution and changing nature of terrorism</p> <p>Ideologies and Motivations:</p> <p>26. Religious extremism and terrorism</p> <p>27. Political ideologies driving terrorism</p> <p>28. Ethno-nationalist and separatist movements</p> <p>Terrorist Organizations and Networks:</p> <p>29. Analysis of prominent terrorist groups (e.g., ISIS, Al-Qaeda)</p> <p>30. Structure and dynamics of terrorist networks</p> <p>31. Financing and support mechanisms</p> <p>Tactics and Strategies:</p> <p>32. Use of violence and propaganda</p> <p>33. Suicide terrorism and radicalization processes</p> <p>34. Cyberterrorism and modern technological threats</p> <p>Counterterrorism Measures:</p> <p>35. National security policies and strategies</p> <p>36. Intelligence gathering and analysis</p>

	<p>37. Legal frameworks and international cooperation</p> <p>Impact and Consequences:</p> <p>38. Psychological effects on individuals and communities</p> <p>39. Economic ramifications of terrorism</p> <p>40. Social and political repercussions</p> <p>Case Studies and Contemporary Issues:</p> <p>41. Examination of recent terrorist attacks</p> <p>42. Regional hotspots and conflicts</p> <p>43. Emerging trends in terrorism</p> <p>Debates and Ethical Considerations:</p> <p>44. Civil liberties vs. security measures</p> <p>45. Use of military force and drone warfare</p> <p>46. Human rights implications</p>
Teaching and learning methods of the module	Interactive Lectures
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading</u></p> <p>Muro, Diego and Wilson, Tim (eds.). "Contemporary Terrorism Studies." Oxford University Press, 2022</p> <p><u>Recommended readings:</u></p> <p>Hoffman, Bruce. "Inside Terrorism." Columbia University Press, 2017.</p> <p>Jackson, Richard, and Samuel Justin Sinclair. "Contemporary Debates on Terrorism." Routledge, 2012.</p> <p>Jackson, Richard. "Write the War on Terrorism." Manchester University Press, 2005</p> <p>Sageman, Marc. "Understanding Terror Networks." University of Pennsylvania Press, 2004.</p>

	<p>Schmid, Alex P. "The Routledge Handbook of Terrorism Research." Routledge, 2011.</p> <p>Sjoberg, Laura, and Caron E. Gentry. "Mothers, Monsters, Whores: Women's Violence in Global Politics." Zed Books, 2007.</p> <p>Silke, Andrew (2019) <i>Routledge Handbook of Terrorism and Counterterrorism</i>. Abingdon: Routledge.</p> <p>Wilkinson, Paul. "Terrorism Versus Democracy: The Liberal State Response." Routledge, 2013.</p>
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Community Project and Social Impact

<u>Community Project and Social Impact</u>	
Stand: August 2024	
Module-Nr./ Code	CPRI
Module title	Community Project and Social Impact
Semester or trimester	3rd and 4th Semester
Duration of module	Two Semesters
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year (Winter Term and Summer Term)
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.

Applicability of the module to other programs	The module is applicable to International Relations, Politics and Politics, Philosophy and Economics. As a practice-oriented module, it has interconnections to all other modules.
Person responsible for the module	Prof. Dr. Nadja Meisterhans
Name(s) of the instructor(s)	Prof. Dr. Nadja Meisterhans Stefania Laventure
Teaching language	English
Number of ECTS credits	6+6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 + 180 hours
Hours per week	3+3
Assessment type / requirement for the award of credits	The assessment type of the module is a Learners Portfolio according to § 14 (7) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: describe the nature of purpose-based projects and their social, ecological cultural, political economic and/or other contexts interpret group structures and team dynamics, with a particular focus on power dynamics implement conflict-solving tools develop basic ideas for social, cultural, ecological or similar challenges identify ethical dilemmas and formulate an own standpoint execute basic techniques of project management reflect own skills and capabilities and identify potential for own personality development apply critical theory, feminist approaches, postcolonial theory and other approaches to analyze political, social, economic and environmental issues in a praxis context

	<p>develop creative solutions, translate them into a conceptual project plan and implement them in a project</p> <p>assess and evaluate the impact of a project (e.g. impact research)</p> <p>reflect about the ethical implications of their actions</p> <p>moderate team dynamics and sustainable change processes</p> <p>empower others to contribute to sustainable change</p>
<p>Content of the module</p>	<ul style="list-style-type: none"> – Context reflection: Multiple interlocking crises: political, social, economic and environmental issues worth exploring – Input workshops <ul style="list-style-type: none"> – Civic society and engagement – Project management – Creativity techniques – The Science of the Future Imagination – Idealists as Realists: Steps to make your project happen – The Beauty and Trouble of Change Making – Exploring Empowerment – Group reflections <ul style="list-style-type: none"> – Power dynamics – Ethical dilemmas – Personality development – Gender and postcolonial relations & intersectionality – Project within the community
<p>Teaching and learning methods of the module</p>	<p>Community work, diaries</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	
<p>Literature (Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p>Handy, Femida; Russell, Allison R. (2018): Ethics for Social Impact: Ethical Decision-Making in Nonprofit Organizations, Cham: Palgrave Macmillan. (excerpts presented on Moodle)</p> <p>Michalko, M. (2006). Thinkertoys: A handbook of creative-thinking techniques. 2. Ed., Berkeley (u.a.): Ten Speed Press. (excerpts presented on Moodle)</p>

	<p>Verzuh, Eric (2015): The fast forward MBA in Project Management. 5. Ed., Hoboken N.J.: John Wiley & Sons. (excerpts presented on Moodle)</p> <p><u>Recommended readings:</u></p> <p>Kothari, A., Salleh, A., Escobar, A., Demaria, F., & Acosta, A. (Eds.). (2019). Pluriverse: A Post-Development Dictionary. (<i>selected chapters will be assigned by the instructor</i>)</p> <p>Boulding, E. (2002). A journey into the future: Imagining a nonviolent world. <i>Peace and Conflict Studies</i>, 9(1), 51-56. Available at: https://nsuworks.nova.edu/cgi/viewcontent.cgi?article=1023&context=pcs</p> <p>Macy, J. (1995). Working through environmental despair. <i>Ecopsychology: Restoring the earth, healing the mind</i>, 2, 40-259. Available at: http://www.rainforestinfo.org.au/deep-eco/macy.pdf</p>
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Area Studies

<h3><u>Area Studies</u></h3> <p>Status: December 2021</p>	
Module-Nr./ Code	ARST
Module title	Area Studies
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For

	preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the intercultural cycle and has particular references to the language courses and the semester abroad. It is applicable to all bachelor programs at the university.
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Alaa Khalil Dr. Robin Möser Eva Hilla de Menacho
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • describe the social, economic, ecological, legal, cultural, technological and political factors relevant in a particular area • discuss the mutual influence of global processes and local developments in a particular area • explain typical business practices and economic dynamics in a particular area • reflect patterns of injustice, inequality and conflict in different social fields (e.g., health, education, democracy, gender relationships) in a particular area • question established discourses, narratives and images about a particular area • develop respect und understanding towards foreign cultures • assess the potential of political, cultural, social, educational and other

	forms of civic engagement and business activities in the particular area
Content of the module	<ul style="list-style-type: none"> • Social, economic, ecological, legal, cultural, technological and political aspects of a particular area, e.g. poverty, inequality, market structures, population structure and growth • Global dynamics and challenges (digitisation, sustainability etc.) and their crystallization in local processes • Postcolonial perspectives on regional conflicts, conflict lines and conflict zones • Global and regional imaginaries and stereotypes <p>The culture specific part of the module will be offered in blocks for</p> <ul style="list-style-type: none"> • Latin American studies • Anglo-American studies • Arabic studies • East /South-East Asian studies • Sub-Saharan African studies <p>Further area studies can be provided depending on students' interest abroad.</p>
Teaching and learning methods of the module	Interactive lectures. Case studies.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Area experts as co-lecturers (lectures partly offered online)
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Schäfer, Wolf (2010): Reconfiguring Area Studies for the Global Age. In: <i>Globality Studies Journal</i>, 22, 31.12.2010.</p> <p>Flemes, Daniel (ed.) (2010): <i>Regional Leadership in the Global System: Ideas, Interests and Strategies of Regional Powers</i>. Farnham (u.a.): Ashgate.</p> <p><i>Diverse (depend on the business and cultural area selected, recommendations will be given at the beginning of the course)</i></p> <p><u>Recommended readings:</u></p> <p><i>Diverse (depend on the business and cultural area selected, recommendations will be given at the beginning of the course)</i></p>

Justice, Human and Constitutional Rights

Justice, Human and Constitutional Rights Status: June 2021	
Module-Nr./ Code	JHCR
Module title	Justice, Human and Constitutional Rights
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> – analyse and discuss the content of core treaties in the field of international human rights law and critically examine various international monitoring and enforcement mechanisms – critically reflect the concept and purpose of a constitution and evaluate the interrelationship between Human Rights and International Law, including the European Convention on Human Rights – contrast various IR theories (realism, liberalism, constructivism, feminism, cultural relativism, post-colonialism, etc.) and apply them to international human right challenges – contrast various concepts of justice in political philosophy (e.g. utilitarianism, libertarianism, distributive justice, justice as equality, need-based justice, merit-based justice, retributive justice, restorative justice), contrasting a diverse group of philosophers from different epochs (Aristotle, Kant, Marx, Rawls, Nozick, Locke, Arendt, Nussbaum, etc.) – distinguish different positions in the global and social justice debate and it's philosophical, historical and legal foundations and implications

	<ul style="list-style-type: none"> –critically reflect upon the scope and limitations of justice at the global level and the application of global justice arguments to key issues like distributive equality and poverty, environment and future generations, humanitarian intervention and institutions –appraise the impact of justice theory, justice discourses and human rights issues on the discipline of “international relations” and the field of “normative international political theory” as well as on international law and international politics –evaluate the International Human Rights discourse and its historical development in the context of philosophical debates on rights theory, justice and ethics as well as cultural, economic, political and social issues
Content of the module	<ol style="list-style-type: none"> 1. History and development of human rights 2. Characteristics and controversies of human rights 3. Establishing Human Rights standards 4. International Human Rights conventions 5. International mechanisms for the monitoring and enforcement of human rights 6. The United Nations and Human Rights 7. Global Application of human rights norms 8. Regional application of human rights norms 9. Constitutional Rights 10. International Relations Theories and their application to Human Rights 11. Human Rights and foreign policy in comparative perspective 12. Theories of Justice 13. Human Rights and Global Justice 14. Transitional justice 15. Key issues and case studies in Human Rights, International Relations and Global Justice

Study Semester (or Trimester)	5 th semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	The module is applicable to “Citizenship and Civic Engagement”, “Globalization, Governance and Law”, “Politics, Philosophy, Economics” and “International Relations”. It has interconnections with all specific modules of these programs, as well as STRA, ETGL, ETSU, ETPR, ARST, POLP, IPOS, GECO
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Matin Tirmizi Prof. Dr. Michael Zerr
Teaching language	English
Assessment type / requirement for the award of credits	The assessment type of this module is a Seminar Paper according to § 14 (5) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
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Economic Institutionalism

Economic Institutionalism	
Status: June 2021	
Module-Nr./ Code	ECIN
Module title	Economic Institutionalism
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> • identify, compare and distinguish institutionalism in economics, politics and sociology and it's specific contribution to the respective field • distinguish various heterodox approaches to economic theory, categorize economic institutionalism in the realm of economic theory and differentiate old and new institutionalism • assess the meaning and importance of institutions for economic transactions and the social and cultural embedding of markets • apply institutional economics to various issues (e.g. market and contract failure, tragedy of the commons, information asymmetry, economic and organizational dynamics etc.) • critically reflect the challenges, shortcomings, future research opportunities and practical applicability of (economic) institutionalism
Content of the module	<ol style="list-style-type: none"> 1. Heterodox economic theory. Institutionalism in economics, politics and sociology 2. Old and new institutional economics 3. Property rights & the problem of social order 4. The externality problem 5. Transaction costs 6. The state and the constitution 7. The agency problem
Study Semester (or Trimester)	5 th semester

Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	The module is applicable to the study programs "Globalization, Governance and Law", "Politics, Philosophy, Economics" and "International Relations". It has interconnections with all specific social science modules, especially INIR, INOR, CUST, POLP, JHCR as well as GECO and SUDE
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Dirk Nicolas Wagner
Name(s) of the instructor(s)	Prof. Dr. Dirk Nicolas Wagner Clark N. Banach
Teaching language	English
Assessment type / requirement for the award of credits	The assessment type of this module is a Written Assignment according to § 14 (4) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

Change and Innovation (Social Impact and Empowerment)

Change and Innovation Status: September 2021	
Module-Nr. / Code	CHIN
Module title	Change and Innovation
Semester or trimester	5 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of APRO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the Bachelor programs International Business and Management at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	N.N.

Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (Contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – enable stakeholders in the context of a change and/or innovative project – analyze and respond to social issues and translate them into conceptual, creative and innovative solutions. – implement appropriate project, creative and coaching tools depending on the situation in order to fulfil the demands of the stakeholders. – to summarize and structure their projects and present them in class
Content of the module	Autonomous enablement of a change and innovation project under supervision. If relevant, students can base their project on work carried out in the community projects in the 3 rd and 4 th semester.
Teaching and learning methods of the module	Project work in a team of 4-5 participants (tutored)

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
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Ethics in Practice

Ethics in Practice Status: June 2021	
Module-Nr./ Code	ETPR
Module title	Ethics in Practice
Semester or trimester	5 th semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to "Citizenship and Civic Engagement", "Globalization, Governance

	and Law”, “Politics, Philosophy, Economics” and “International Relations”. This for Karlshochschule especially distinguishing module has interconnections to all other modules of the program, especially to INOR, GECO, SUDE, STRA, ARST, ICOL, CORE, JHCR, CHIN
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Dr. Dan Corjescu Prof. Dr. Wendelin Küpers
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The assessment type of this module is an Essay according to § 14 (6) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> - acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning business ethics from a philosophical, economical, managerial and practical point of view - examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an

	<p>understanding of ethical issues in different international and cultural contexts</p> <ul style="list-style-type: none"> - identify, analyze and critically reflect on concrete moral dilemmas and the role of an integral responsibility in organization and leadership practice - contextualize and differentiate dilemmas as distinct from puzzles, ambivalences, trade-offs, and paradoxes - to understand causes, dynamics, processes and effects of (moral) dilemma - develop preventive measurements and ways for coping or strategies, for dealing with moral dilemmas and their consequences - handle ambiguities and think in terms of imperfect solutions for moral problems, and integrating pre- or arational dimensions, including empathy and intuition
Content of the module	<ul style="list-style-type: none"> – Introduction to Ethical Theory – Concepts of Business Ethics (Homann, Ulrich, Wieland) – Definitions, context & specifics of (moral) dilemmas in past and current organization and leadership practices – Limitation of conventional rational-formal (ethical) approaches in economy and management – Learning from examples of dilemmatic situations and cases, especially related to (strategic) decision-making – Development, implications and consequences of (moral) dilemmas in organizational life-worlds and beyond – Various integrated coping strategies and competencies required for dealing with (moral) dilemmas

	– Proactive possibilities to avoid moral dilemmas
Teaching and learning methods of the module	Interactive lecture, seminar style (possibly including serious play exercises with role-play, games, small group work, case study analysis, and presentations)
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	To promote scientific discourse, 1-2 guest lectures e.g. by scholars in the field of strategy will be integrated, if possible. Self-study integrating online components and the university's internal download center

Current Issues in Sustainability Management

<h3><u>Current Issues in Sustainability Management</u></h3> <p>Status: May 2022</p>	
Modul-Nr. / Code	CISM
Module title	Current Issues in Sustainability Management
Semester or trimester	5th Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.

Applicability of the module to other programs	This module is part of the sustainability cycle and has particular references to the other modules in this cycle (DSPB, TGVC, SUDE, SUFI, TCRE, SUSE).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Depends
Teaching language	English – however, the module will be taught in one of the languages spoken in the region if the students are sufficiently proficient in the language (level C1)
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> • identify and analyze selected current issues and trends concerning sustainability, taking into account ethical, social and ecological aspects in particular • develop a specific research question and work on it in an academic manner and, as a result, contribute towards developing theoretical approaches in the discourse about sustainability • present and discuss their working results to and with peers
Content of the module	<i>Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be</i>

	<i>guaranteed through selected course programmes in the partner institution.</i>
Teaching and learning methods of the module	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u> <i>Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.</i>

Key Concepts for the Study of Management as Culture: Cultural Turns

Key Concepts for the Study of Management as Culture: Cultural Turns	
Status: September 2021	
Module-Nr./ Code	CUTU
Module title	Key Concepts for the Study of Management as Culture: Cultural Turns
Semester or trimester	1st semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory

If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	According to § 5 Enrolment Regulations. However, there are no additional formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	-
Person responsible for the module	Prof. Dr. Stephan Sonnenburg
Name(s) of the instructor(s)	Dr. Doris Bachmann-Medick Prof. Dr. Desmond Wee
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 10 (7) Course and Examination Regulations for the Master “Management” (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	Students who have successfully participated in this module will be able:

	<ul style="list-style-type: none"> - to explain the cultural turn in the humanities - to provide an overview of the development of different cultural turns from the perspective of the history of theories. - to differentiate between the individual cultural turns and reflect on their significance for society. - on the basis of this, to observe and describe economy and management as cultural phenomena
Content of the module	<ul style="list-style-type: none"> - Foundations of cultural theory - Key concepts for the study of culture, i.e. an overview of key cultural turns and their relevance for the study of management and the economy as a cultural phenomenon: <ul style="list-style-type: none"> - Interpretive turn - Performative turn - Spatial turn - Translational turn - Critical comparison of the cultural turns and their potential for the study of management
Teaching and learning methods of the module	Interactive seminar
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Co-Teaching

Business Analysis

<p>Business Analysis</p> <p>Status: September 2021</p>	
Module-Nr./ Code	BUSA
Module title	Business Analysis
Semester or trimester	1st semester

Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	According to § 5 Enrolment Regulations. However, there are no additional formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	-
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Richard Gerstenberg
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours/ 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Simulation according to § 10 (6) Course and Examination Regulations for the Master "Management" (CER); see appendix.

Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> - to interpret economic, entrepreneurial, and organizational actions & practice and evaluate them with regard to their heuristic value and practical use. - to apply and, if relevant, triangulate suitable qualitative and quantitative methodologies and methods to empirically analyze and interpret a specific research subject. - to analyze and critically reflect on the conditions and limitations of management activity & practice within an organization. - to analyze and critically reflect on external conditions of management activity in a national and international context. - to identify, anticipate, and evaluate the interplay between factors and realities of the external business environment and internal spheres of organizations in an integrative way.
Contents of the module	<ul style="list-style-type: none"> - Analysis of the political, economic, socio-cultural, technological, ecological, and legal conditions - Stakeholder Theory and Analysis - Business analysis with the purpose of enabling change - Overview and application of selective business analysis techniques and quantitative and qualitative research methods
Teaching and learning methods of the module / Special features	Interactive lecture, seminar style, experimental learning, field study

Controlling: Leading for Results

Controlling: Leading for Results Status: September 2021	
Module-Nr. / Code	LERE

Module title	Controlling: Leading for Results
Semester or trimester	1st semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	According to § 5 Enrolment Regulations. However, there are no additional formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	-
Person responsible for the module	Prof. Dr. Stephan Jansen
Name(s) of the instructor(s)	Prof. Dr. Stephan Jansen
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours / 108 self-study hours

Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 10 (4) Course and Examination Regulations for the Master “Management” (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> - to identify different leadership styles in terms of decision making in the realm of uncertainty - analyze the impact of transactional leadership based on targets and performance indicators as a controlling instrument for entrepreneurial response. - to describe the demands and expectations of the different stakeholders with regard to controlling. - to analyze and critically examine the intended and contra intuitive impact of using performative character of financial models, indicators, result presentations and the communicative rituals related to these. - to understand the digitization of presentation of entrepreneurial activity as the language of financial management of a company and as a social construction
Content of the module	<ul style="list-style-type: none"> - Theories of leadership in context of controlling, accounting, auditing, compliance - The process of decision making - Performance measurement - Functions of performance measurement (evaluation, controlling, budgeting, incentives, learning, improvements) - Performativity of financial models - The construction of discourses - The digitization and data driven leadership & controlling. - -
Teaching and learning methods of the module	<ul style="list-style-type: none"> — Great book/text seminar — Interactive lecture with text sponsorships by student teams

	<p>— 3 riskfull thesis & 1 phenomenon of practice to each text</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>Guest lectures by international recognized experts & professors (Copenhagen Business School, Economist, NGOs etc.)</p>

Introduction Behavioral Economics

Introduction Behavioral Economics	
Status: January 2021	
Module-Nr./ Code	1.03 INEC
Module title	Introduction Behavioral Economics
Semester or trimester	1st semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module to other programs	Introduction Philosophy of Action, Political Action & Agency, Introduction Philosophy of Action
Person responsible for the module	Prof. Dr. Dirk Nicolas Wagner
Name(s) of the instructor(s)	Prof. Dr. Dirk Nicolas Wagner
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Project
Weighting of the grade within the total grade	5,0 %
Learning objectives of the module	Students who have successfully participated in this module will be able to <ul style="list-style-type: none"> • contextualize behavioral economics within complex economies

	<ul style="list-style-type: none"> • identify and understand core principles of behavioral economics. • gain an extended understanding of “homo economicus”, its premises, shortcomings implications and development. • critically reflect on the moral and practical implications and limitations of behavioral economics influence. • know and assess how behavioral economics is applied in the economy and in society • apply knowledge in behavioral economics for the purpose of management and leadership
Content of the module	<ul style="list-style-type: none"> • Complexity economics as a suitable context for behavioral economics • Psychology of human behavior and decision-making • Basics and principles of ‘classical’, modern behavioral economics and further developments • Critical approaches towards behavioral economics, in relation to political and business implementation and implications • Ethics and behavioral economics, and the role of “nudging” • Applications of behavioral economics principles in practical implementation
Teaching and learning methods of the module	Interactive lectures, groupwork, working with literature, documentary material, media, debate.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lecture and live case study, simulation game

Introduction to Philosophy of Action

Introduction to Philosophy of Action Status: September 2021	
Module-Nr./ Code	IPHI
Module title	Introduction to Philosophy of Action
Duration of module	Single semester
Course type	Mandatory
Frequency of module	Once a year, 1 st semester
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module has interconnections to all other modules and specialisations, especially to the modules REPO and IPWI
Person responsible for module	Prof. Dr. Wendelin Kuepers
Name(s) of the instructor(s)	Prof. Dr. Wendelin Kuepers
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 10 (4) Course and Examination Regulations for the Master "Social TransFormation: Politics, Philosophy, Economics" (CER); see appendix.
Weighting of the grade within the total grade	5,0 %
Teaching and learning methods of the module	self-study, seminars with lectures, exercises, presentations, thought experiments, debate,
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	t.b.d.

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> • have an advanced understanding of philosophy of action as relational event • interpret the role of embodied actors and their agency • distinguish the role of feelings, intentions, free will/volition and beliefs for action • analyze subconscious dynamics and role of individuation of actors • examine the role of senses and sense-making for creative acting • assess the role of tacit, implicit knowing, virtues, values and practical knowledge in relation to action and its effects • differentiate between mindful and mindless habits • recognize the role of activities on a micro-level in connection to broader context of practice and praxis • debate the relation between individual and social action and agencies critically • evaluate the status and power of political and economic actions • reconstruct the integral nexus between action and individual moral responsibility
<p>Content of the module</p>	<ul style="list-style-type: none"> • philosophy of action • relevance and qualities of various interwoven subjective dimensions of and for actions and actors • differentiation of forms of individual actions and agencies • embedment of individual acts in context • social, political, economic implications of actors and their actions • ethics/morality and actions • possibilities and challenges of transforming actors and actions •

Introduction Political Action, Agency and Affect

Introduction Political Action, Agency & Affect Status: September 2021	
Module-Nr./ Code	INPA
Module title	Introduction in Political Action, Agency & Affect
Study Semester	1st semester
Duration of module	Single semester
Frequency of module	Once a year
Course type (mandatory, elective, etc.)	Mandatory
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Applicability of the module to other programs	This module has interconnections to all other modules and specialisations, especially to the modules POSO and INGO
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr Michael Zerr
Name(s) of the instructor(s)	Prof. Dr Michael Zerr
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type is a Written Assignment according to § 10 (2) Course and Examination Regulations for the Master "Social TransFormation: Politics, Philosophy, Economics" (CER); see appendix.
Weighting of the grade within the total grade	5,0 %
Special features	
Qualification objectives of the module	Students who have successfully participated in this module will be able to

	<ul style="list-style-type: none"> • identify and describe basics and major theoretical and methodological approaches in the field of political science and applied (empirical) research methods • differentiate and discuss political theories of (performative) acts, actions, activism, enactment, inter- and transactions • understand the status action of and relationship between individual (and collective) embodied actors, agents, agendas, activists and agencies, as well as activism, arenas and arrangements • analyse and compare the role of affect and emotional regimes on or employed by political actors and in actions (politics of emotion and emotion in politics) • recognise and debate the relationship between the rational, the rationalized and the irrational, between the conscious and unconscious, affects and desires • evaluate the relationship between ideology, fantasies and affects • analyse and compare political processes and institutions, issues and agendas in relation to (individual) actors and affects • identify and discuss origin, mechanism and effects of political power and empowerment with regard to and of actors and actions • understand and evaluate the role of processes of subjectification and of interpellation • differentiate and debate political ideologies, (e.g. liberalism, conservatism, socialism, Marxism, feminism) and ideas (e.g. about democracy, state, power, justice, rights), in relation to political actors and action • compare and evaluate different interpretations and apply conceptual approaches to various political contexts of action in a local, national and global context.
<p>Contents of the module</p>	<ul style="list-style-type: none"> • Advanced understanding of politics and political theory/science, especially of action • Theoretical and methodological research approaches and empirical research methods in political science based on affection and action theories • Relevance of (individual) decision making approaches (rational choice approach, bounded rationality, pragmatic approach)

	<ul style="list-style-type: none"> • Political (theories of) action • Reflecting critically the relation between individual acts, actions and agendas on a local, national and global level • Political actors, agents activism (and the micro-political level of everyday lived, embodied experiences) • Political ideologies, processes and institutions in relation to actors and their action • Role of affective and emotional regimes on or employed by political actors and in action • Political power/empowerment of actors and action
Teaching and learning methods of the module	self-study, seminars with lectures, exercises, presentations, thought experiments, debate,
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

Approaching Brands

Approaching Brands: Products & Services, People & Ideas Status: September 2021	
Module-Nr./ Code	ABRA
Module title	Approaching Brands: Products & Services, People & Ideas
Semester or trimester	1st semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs "Master Management" and "Master Social TransFormation: Politics, Philosophy, Economics"
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Alegra Kaczinski
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 10 (7) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	5 %

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> - to critically debate and reflect on the current discourse on brands, branding and brand management, branded products, services, people and ideas - to understand the mutual importance of brands and culture, markets, society and politics. - to contrast traditional with advanced and alternative approaches on brands. - to practice qualitative market research methods and differentiate them from quantitative methods.
<p>Content of the module</p>	<p>Theoretical approaches</p> <ul style="list-style-type: none"> - Semiotic approaches - Psychological approaches - Sociological approaches - Cultural approaches - Management approaches <p>Brandscapes</p> <ul style="list-style-type: none"> - Branded Products - Branded Services - Human Branding - Branding in Social and Political Marketing <p>Methods in brand research</p> <ul style="list-style-type: none"> - quantitative methods - ethnographical methods - interviews and focus groups - semiotic methods
<p>Teaching and learning methods of the module</p>	<p>Interactive seminar</p> <p>Application of qualitative and quantitative brand research methods</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>Use of learning platform Moodle</p>

Approaching Sustainability

Approaching Sustainability Status: September 2021	
Module-Nr./ Code	ASUS
Module title	Approaching Sustainability
Semester or trimester	1st semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs “Master Management” and “Master Social TransFormation: Politics, Philosophy, Economics.
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Dr. Marisol Bock Lan Anh Phan Ti
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 of which 42 are contact hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 10 (4) Course and Examination Regulations for the Master “Management” (CER); see appendix.

Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Following the successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> - re-construct and de-construct the genealogical formation of sustainability as a contested concept. - understand sustainability as an integral approach combining ecological, economic, societal, and cultural aspects including their conflicts. - re-evaluate the meaning of economic prosperity in relation to socio-cultural values and the 'limits to growth' - understand and utilize concepts like 'green growth', 'décroissance' / 'degrowth' and 'postgrowth' - apply these conflicting and paradoxical insights about sustainability in order to transform social, economic and business practices.
Content of the module	<ul style="list-style-type: none"> - History of sustainability and the 'making of a concept' - Key ideas and conflicts within sustainability - Central documents and events: From 'Limits to growth' to the 'Green Economy' and 'Degrowth' - The political economy of sustainability - Managerial aspects, tools and standards - Sustainable transitions: theory and application - Current issues in sustainability
Teaching and learning methods of the module	Interactive Seminar
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lectures, Co-Teaching

Identity

Identity Status: September 2021	
Module-Nr./ Code	IDTY
Module title	
Semester or trimester	1 st semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	According to § 5 Enrolment Regulations. Other than that, there are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	No
Person responsible for the module	Prof. Dr. Ella Roininen
Name(s) of the instructor(s)	Prof. Dr. Ella Roininen
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 of which 42 are contact hours

Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 10 (4) Course and Examination Regulations for the Master “Management” (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Following the successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> - Draw and model, from a constructivist point of view, the creation of a subject within a discourse - Explain and develop “identity” as a performative repetition of a continuous instability within social orders - Model “identity” as a result of social construction and subjectivation processes - Model and critically analyse the influence of society and culture on the perception of groups and identities especially within the organizational context - Explain inclusion and exclusion processes and social closure within society - Reflect on one’s own identity and diversity and develop an own critical position
Content of the module	<ul style="list-style-type: none"> - Historical and philosophical foundations of identity, diversity and society - Social, cultural and political dimensions of identity - Identity theories and their applications - Cultural turns on identity research, discursive construction of identity - Group identities, inclusion and exclusion, social construction of difference and stereotypes - Feminist, queer and postcolonial views on identity, subjectivity - Intersectional theory of identities and social positions - Gender identity, doing gender, doing difference - Methodological perspectives on identity research - Identity in organisations, organisational subjects and social positions - Identities in relation to immigration and

	globalisation
Teaching and learning methods of the module	Seminar, classroom exercises and case studies, interactive discussion
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Self-study via virtual learning tools, guest lecture(s). <i>All required texts are available at Moodle under the respective session.</i>

Globalization from Below

Globalization from Below	
Status: January 2021	
Module-Nr./ Code	1.15 GLFB
Module title	Globalization from Below
Study Semester (or Trimester)	1 st semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Course type (mandatory, elective, etc.)	Compulsory Core Elective
Applicability of the module	
Entry requirements	None
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English

Assessment type / requirement for the award of credits	Field Study
Weighting of the grade within the total grade	5,0 %
Learning objectives of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> • Analyse the social and political processes underlying the global circulation of people, ideas, images, values capital, and material things • Explore the implications of these processes for individual and collective identities and everyday lives using ethnographic research • Evaluate the relationship between specific global systems and particular local material realities • Critically examine the assumptions, presuppositions, and ways of different approaches to global labour, migration and trade • Debate systemic cultural, social, political and economic inequalities in light of globalization processes

Module descriptions Spring Semester

Strategy as Theory and Practice (STTP)

Strategy as Theory and Practice Status: May 2022	
Modul-Nr./ Code	STTP
Module title	Strategy as Theory and Practice
Semester or trimester	2nd Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the management cycle (plan) and has particular references to IMAN (analyze), RESO (do), CARE (check), CHLE (act) and MELE (elective). It is part of all management programs at Karlshochschule.

Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Gaye Özcelik Dr. Kiryo Kilian Abraham
Teaching language	English
Number of ECTS credits	5
Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact Hours = 42 Hours, Self-Study = 108 Hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2,5 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: <ul style="list-style-type: none"> critically reflect on the genealogy of the concept of strategy and its transfer from military to economic and social contexts deconstruct strategy as practice (and practices) and - against the background of agile and complex companies/environments analyze the process of strategy development and implementation, the constellation of actors, the associated needs for legitimation, power, resistance, coping with insecurity and reduction of complexity and resulting antagonisms and micro-politics

	<ul style="list-style-type: none"> • examine the relevance, dynamics and inherent conflicts of strategic decision-making processes in global contexts • compare different schools, approaches and concepts of strategic management, formulate strategic alternatives and systematically select suitable strategic alternatives • apply methods and instruments to develop and implement a strategy • understand and critically reflect on strategies as construction and interaction within a company/organization and with its socio-cultural environment. • effectively present discussion and problem contexts using appropriate instruments • demonstrate empathy and apply argumentation skills within group work
Content of the Module	<ul style="list-style-type: none"> • History and Genealogy • Strategic mindsets and strategic practice(s) • Strategic schools, approaches, concepts • The process of strategizing • Strategic methods and frameworks • Strategic instruments and tools • Critical reflection on strategy in and from organizations
Teaching and learning methods of the module	Interactive lecture, group work, source work, case studies, media
Specials (e.g. online part, practice visits, guest lectures, etc.)	The event will be held as a block event. A pre-reading of the given literature is obligatory - this is provided via moodle. In a kickoff session about three weeks before the block event the specialties are presented.

<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p>Mintzberg, H. (1998): Strategy Safari: a Guided Tour through the Wilds of Strategic Management. New York: Free Press.</p> <p>Holt, R. & Chia, R. (2009): Strategy without design: the silent efficacy of indirect action; Cambridge University Press, Cambridge. (especially: Introduction, chapter 6 Strategy as wayfinding, epilogue)</p> <p><u>Recommended reading:</u></p> <p>Clegg, S., Carter, C., Kornberger, M. and J. Schweitzer. (2011). Strategy: Theory and Practice, London: Sage (introduction: The Context and Emergence of Strategic Thinking, & chapter 4)</p> <p>Faulkner, D.O. and Campbell, A. (2006): Introduction. In: Faulkner, D.O. and Campbell, A.: The Oxford Handbook of Strategy. A Strategy Overview and Competitive Strategy. Oxford: Oxford University Press (pages 1-26).</p> <p>Golsorkhi, D. Rouleau, L. Seidl, D. & Vaara, E. (2010). (Eds.), Cambridge Handbook of Strategy as Practice, Cambridge: Cambridge University Press (introduction and selected chapters)</p> <p>Hansen, N., Küpper, W. (2009): Power strategies and power sources of management: The micro-politics of strategizing. Paper presented at 25th EGOS Colloquium 2009, Barcelona, Spain.</p> <p>Hansen, N., Küpper, W. (2011). The Duality of Power and Identity Constitution in Strategizing - A Micro-Political View. Paper presented at 27th EGOS Colloquium 2011, Gothenburg, Sweden.</p> <p>Jullien, F. (2004). A treatise on efficacy: between Western and Chinese thinking, Honolulu: University of Hawai'i Press</p> <p>Kohtamäki, M., Whittington, R., Vaara, E., & Rabetino, R. (2021). Making connections: Harnessing the diversity of strategy-as-practice</p>
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	<p>research. <i>International Journal of Management Reviews</i>.</p> <p>Paroutis, S., Heracleous, L. and Angwin, D. (2013). Practicing strategy: Text and cases, London: Sage (Introduction, chapter 1).</p> <p>Stacey, R. D. (2011): Strategic Management and Organisational Dynamics. 6. ed., Harlow (u.a.): Financial Times Prentice Hall.</p>
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Community Project (CPRO)

<p>Community Project Status: May 2022</p>	
Module-Nr./ Code	CPRO
Module title	Community Project
Semester or trimester	2nd Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	As a practice-oriented module, it has interconnections to all other modules, in particular does it prepare the students for other modules of the practice cycle (IPRO, EPRO/APRO, INTS). The module is applicable to all bachelor programs.
Person responsible for the module	Prof. Dr. Nadja Meisterhans
Name(s) of the instructor(s)	Prof. Dr. Nadja Meisterhans Merle Becker et al.
Teaching language	English

Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 84 hours, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	The assessment type of the module is a Learners Portfolio according to § 14 (7) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • describe the nature of purpose-based projects and their social, ecological cultural, political economic and/or other contexts • interpret group structures and team dynamics, with a particular focus on power dynamics • implement conflict-solving tools • develop basic ideas for social, cultural, ecological or similar challenges • identify ethical dilemmas and formulate an own standpoint • execute basic techniques of project management • reflect own skills and capabilities and identify potential for own personality development
Content of the module	<ul style="list-style-type: none"> • Input workshops <ul style="list-style-type: none"> ○ Purpose-based organizations and projects in a civic society ○ Basic project management ○ Doing presentations ○ Techniques of self-reflection • Personal reflections <ul style="list-style-type: none"> ○ Personal learning goals ○ Global challenges and individual contribution ○ The ambivalence of help • Group reflections about power dynamics (gender relations, racial differences, intersectionality) and ethical dilemmas • Project within the community

Teaching and learning methods of the module	Community work, diaries
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Handy, Femida; Russell, Allison R. (2018): Ethics for Social Impact: Ethical Decision-Making in Nonprofit Organizations, Cham: Palgrave Macmillan. (excerpts presented on Moodle)</p> <p>Michalko, M. (2006). Thinkertoys: A handbook of creative-thinking techniques. 2. Ed., Berkeley (u.a.): Ten Speed Press. (excerpts presented on Moodle)</p> <p>Verzuh, Eric (2015): The fast forward MBA in Project Management. 5. Ed., Hoboken N.J.: John Wiley & Sons. (excerpts presented on Moodle)</p> <p><u>Recommended readings:</u></p> <p>Diverse (depending on projects)</p>

Transforming Global Value Chains (TGVC)

Transforming Global Value Chains Status: June 2022	
Modul-Nr. / Code	TGVC
Module title	Transforming Global Value Chains
Semester or trimester	2nd Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this

	module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the international business cycle and has particular references to the other modules in this cycle (GECO, GLOC, SUFI, INMA, CIIB, RAOM). It is also part of the sustainability cycle and has particular references to the other modules in this cycle (DSPB, SUDE, SUFI, TCRE, CISM, SUSE). Furthermore, it is part of the marketing cycle and has particular references to the other modules in this cycle (MSIC, DMAR, ICOC, IMAD, CIMA, MELE).
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Martin Neuhold, Matthias Brey
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Written Exam according to § 14 (2) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: <ul style="list-style-type: none"> • explain the concept of global value chains from a business transactional cost perspective and a sustainability perspective • define basic frameworks, concepts, methods, tools and techniques of procurement and operations management in a global economy

	<ul style="list-style-type: none"> • sketch a strategic positioning for companies within global value chains and networks • describe the evolution of logistics • illustrate the interrelatedness of different stages in global value chains, in particular production and consumption • explain basic concepts defining circular economy, fair trade, industrial ecology, and the cradle2cradle approach • present theories and models that facilitate the analysis of material flows and lifecycle data of products and services in the both production phase as well as the use phase of products • interpret supply chains from a sustainability point of view and apply interdisciplinary approaches designed to improve both the environmental and the social impact • describe the environmental factors, major institutions and basic regulations that effect value chain activities on the national, regional and global level
Content of the module	<ul style="list-style-type: none"> • Terminology and definition of global value systems, supply chains and operation management and the terminology • Identify resources and capabilities and key concepts involved in designing and managing and delivering business value (goods and services) and for Sustainable Operations Strategy • Basic tools and techniques for analyzing operations, including demand forecasting, process management, capacity planning, inventory management

	<ul style="list-style-type: none"> • Explain the policy, industry and firm level implications of outsourcing or insourcing • Industrial ecology between product-, process- and user-orientation • Cradle2cradle thinking and design for environment • Approaches to lifecycle assessment and lifecycle product management (including services) • Legal requirements for the circular economy • Collaborative approaches to the circular economy • Circular economy, re-distribution and global supply chains • National, European and global labels for environmental and social purposes
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading (provided via Moodle):</u></p> <p>Heizer, J. and Render, B. (2017): Operations Management. Sustainability and Supply Chain Management. 12. ed.; Global ed., Boston (u.a.) : Pearson. (selected chapters)</p> <p>Lacy, Peter; Jakob Rutqvist (2015): <i>Waste to Wealth: The Circular Economy Advantage</i>. New York: Palgrave Macmillan. (selected chapters)</p> <p><u>Recommended reading:</u></p> <p>Connell, Julia; Agarwal, Renu; Sushil; Dhir, Sanjay (eds.), (2018), Global Value Chains, Flexibility and Sustainability (Flexible Systems Management), Germany: Springer</p> <p>Ehrenfeld, John (2004): Industrial ecology: a new field or only a metaphor? <i>Journal of Cleaner Production</i>, 12(8–10): 825–831.</p>

	<p>Frankl, Paolo; Rubik, Frider (2013): Life Cycle Assessment in Industry and Business: Adoption Patterns, Applications and Implications. Springer Science & Business Media.</p> <p>Mentzer, John T. et al. (2001): Defining Supply Chain Management. In: Journal of Business Logistics, 22(2), 1-25</p> <p>Preston, Felix (2012): A global redesign? shaping the circular economy. Energy, Environment and Resource Governance. London: Chatham House.</p> <p>Stark, John (2011): Product Lifecycle Management. Springer: London.</p> <p>Tukker, Arnold (2015): Product services for a resource-efficient and circular economy – a review. Journal of Cleaner Production 97, 76–91.</p>
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Digital Markets: Technology, Economics, and Communication

<p>Digital Markets: Technology, Economics, and Communication Status: December 2021</p>	
Modul-Nr. / Code	DMAR
Module title	Digital Markets: Technology, Economics, and Communication
Semester or trimester	2nd Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.

Applicability of the module to other programs	<p>This module is part of the marketing cycle and has particular references to the other modules in this cycle (MSIC, TGVC, ICOC, IMAD, CIMA, MELE).</p> <p>It is also part of the communication cycle and has particular references to the other modules in the communication cycle (MHTP, PSYS, MAMS, STIC, CIIC, CELE).</p> <p>It is finally also part of the digitalization cycle and has particular references to the other modules in the digitalization cycle (WOAL, DMAN, DIER, CATT, CIDT, MTSE).</p>
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Janina Kleine
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Written Exam according to § 14 (2) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • identify relevant actors, business models and value chains in digital markets • explain how the network economy shapes digital markets • develop big-data-based and algorithm-based applications for digital marketing • explain basic psychological mechanisms of navigating in digital spaces

	<ul style="list-style-type: none"> • plan, implement and control digital customer journeys • discuss relevant patterns of digital communication • illustrate relevant patterns of network cultures • identify latest digital trends and discuss economic, communicative, psychological and/or cultural implications
Content of the module	<ul style="list-style-type: none"> • Actors, business models and value chains in digital markets (aggregators, platforms, disintermediation) • Network economy (supply-sided and demand-sided network effects, winner-take-all markets, lock-in effects) • Big-data-based and algorithm-based applications for digital marketing (Recommender systems, search engine marketing, automated advertising) • Digital communication (e.g., electronic word-of-mouth, viral dynamics) • Digital culture in different social network (memes, influencers, digital activism) • Hybrid spaces (VR, AR and location-based services)
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading (provided via Moodle):</u></p> <p>Berger, J., Kim, Y. D., & Meyer, R. (2021). What makes content engaging? How emotional dynamics shape success. <i>Journal of Consumer Research</i>, 48(2), 235-250.</p> <p>Cordon, Carlos, Garcia-Milà, Pau, Ferreiro Vilarino, Teresa, Caballero, Paolo. (2018). Strategy</p>

is Digital: How Companies Can Use Big Data in the Value Chain. Springer. (excerpts)

Cowan, K., & Ketron, S. (2019). Prioritizing marketing research in virtual reality: Development of an immersion/fantasy typology. *European Journal of Marketing*, 53(8), 1585-1611.

Klein, J. F., Zhang, Y., Falk, T., Aspara, J., & Luo, X. (2020). Customer journey analyses in digital media: exploring the impact of cross-media exposure on customers' purchase decisions. *Journal of Service Management*.

Marchand, A., & Marx, P. (2020). Automated product recommendations with preference-based explanations. *Journal of retailing*, 96(3), 328-343.

Varian, H. R., & Carl, S. (1998). *Information rules: A strategic guide to the network economy*. Harvard Business Press.

Vrontis, D., Makrides, A., Christofi, M., & Thrassou, A. (2021). Social media influencer marketing: A systematic review, integrative framework and future research agenda. *International Journal of Consumer Studies*, 45(4), 617-644.

Recommended reading:

Parker, G. G., Van Alstyne, M. W., & Choudary, S. P. (2016). *Platform revolution: How networked markets are transforming the economy and how to make them work for you*. WW Norton & Company. [excerpts]

Schweidel, D. A., Bart, Y., Inman, J. J., Stephen, A. T., Libai, B., Andrews, M., ... & Thomaz, F. (2022). How consumer digital signals are reshaping the customer journey. *Journal of the Academy of Marketing Science*, 1-20.

Wiggins, B. E. (2019). *The discursive power of memes in digital culture: Ideology, semiotics, and intertextuality*. Routledge.

Sustainable Development (IR/PPE)

Sustainable Development Status: June 2021	
Module-Nr./ Code	SUDE
Module title	Sustainable Development
Semester or trimester	2 nd Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability 126ort h module	The module is applicable to the bachelor programs "International Business", "International Relations – Responsible Business", "Politics, Philosophy and Economics", „Citizenship and Civic Engagement“ and "Globalization, Governance and Law".

	This module has interconnections to most other modules, especially the modules Global Economy (GECO), Area Studies (ARST), International Collaboration (ICOL) as well as to Cultural Studies (CUST), Ethics: Sustainability (ETSU), IPOS, FPAN, ECIN & SIEM.
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Prof. Dr. Robert Lepenies Maren Kropfeld Dr. Kaidi Tamm
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The assessment type of the module is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: 1. identify the various constituent dimensions of sustainable development: environmental, economic, social, cultural, and political manifestations of sustainability, explain the

	<p>evolving global sustainability discourse and identify its main actors and stakeholders</p> <ol style="list-style-type: none"> 2. select appropriate responses from business, politics and civil society for dealing with social, political, environmental, technological, and global issues and stakeholders 3. evaluate potential opportunities for 'going green' 4. apply different models for managing and transforming non-sustainable conditions and results to more sustainable solutions 5. critically analyse controversies, solutions and recommendations in the sustainability debate and reflect respectfully on different individual perspectives and cultural concepts deriving from assumptions about humans, nature, development, technology and economy
<p>Content of the module</p>	<p>The course content includes:</p> <ol style="list-style-type: none"> 6. Raising of environmental awareness in the West 7. Environmental politics and the birth of the sustainable development concept 8. 1992-2015: road to Agenda 2030 and Sustainable Development Goals. 9. Different models & key concepts of sustainable development. 10. Key problems: ethics of Anthropocene, waste(fullness) and pollution: toxic civilization, crossing planetary boundaries & limits to growth. 11. Ecological dimension of sustainable development: 12. Social dimension of sustainable development: 13. Economic dimension of sustainable development, alternative economic models such as degrowth, circular economy or Doughnut Economics 14. Sustainable business models and sustainability strategies for businesses along efficiency, consistency and sufficiency 15. Responsible production and consumption, social entrepreneurship, Supply Chain Act, Labels, Greenwashing 16. Transition Theories and the Multi-Level-Perspective 17. Cultural dimensions of sustainable development: multi-stakeholder perspectives, cooperation & post-colonial issues. 18. Personal sustainability: connecting macroscale SDGs with individual level: what can each of us do to make a difference? Personal takeaways. 19. Evaluation of the Agenda 2030 and the achievement of the Sustainable Development Goals.

Teaching and learning methods of the module	<p>The course is organized around lectures and case studies aimed at illustrating important concepts and then debating them in class.</p> <p>The course also supports students in learning cooperation and critical literature review and analytic skills, as they are required to work together and conduct background research for their exam presentations at the end of the course.</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Online events, guest speakers, case studies, workshops

Political Philosophy

Introduction into Political Philosophy Status: July 2021	
Module-Nr./ Code	POLP
Module title	Introduction into Political Philosophy
Semester or trimester	2 nd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirement	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to the bachelor programs "Politics, Philosophy, Economics", "International Relations", "Citizenship and Civic Engagement" and "Globalization, Governance and Law". It has interconnections most notably with CITI, CUST, IPOS, PHIL, ANTH, STRA, ETGL, ETPR, ETSU and JHCR.
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Prof. Dr. Wendelin Küpers Prof. Dr. Nadja Meisterhans

Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	self-study, lectures/seminars, class debate
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ol style="list-style-type: none"> 1. describe and assess a range of key ideas and positions of political philosophers, the intertextual discourse between them and the main debates in political theory and philosophy 2. contrast, critically reflect and interpret political theories against the historical and contextual background of their origin 3. understand the normative function of political theory and the effect it has on political debates 4. evaluate different interpretations used in political argument and in the analysis of political phenomena 5. conceptualize a theoretical framework for the empirical study of political issues 6. critically reflect on their own interpretation, its limitations and the categories in which we think and act politically <ol style="list-style-type: none"> 1. have a good understanding about the normative debates concerning the nature, moral status and limits of democratic authority. 2. be able to evaluate the strengths and weaknesses of various (political) theories and arguments 3. have a good comprehension about the problem of legitimate political authority, different competing

	<p>grounds of political obligations and the circumstances under which political authority may be challenged.</p> <ol style="list-style-type: none"> 4. be able to critically examine texts in political philosophy/theory 5. have developed their ability to form philosophical arguments and communicate those arguments both orally and in writing
<p>Contents of the module</p>	<p>1: Ancient Greek Political Philosophy Socrates, Plato, Aristotle</p> <p>2: The Ruler and his practice Machiavelli: “The Prince” / Machiavellism</p> <p>3: The State of Nature and the Social Contract Hobbes, Locke and Rousseau</p> <p>4: Political Dialectics/Equality Hegel(ianism) and Marx(ism)</p> <p>5: Kant, Bentham/Mill, Rawls, Habermas, <u>Arendt</u> Political Philosophy & Liberalism Focus Justice</p> <p>6: 20 Century Continental Political Philosophy (e.g. Arendt, Habermas, Foucault, Agamben)</p> <p>Final Sessions (with A. Amato):</p> <p>Thematic Patterns</p> <ol style="list-style-type: none"> 6. State of Nature 7. Power, Legitimacy, Government 8. Status of Democracy, Citizenship, Recognition, 9. Freedom/Liberty, Individuality, (Human) Rights 10. Common Good & Social Contract 11. Liberalism/Equality, Solidarity 12. (Global) (Global) Justice 13. <u>Critical Theories Feminist Theory, Queer Theory, Postmodernism, Post-Colonialism</u>

Introduction to Strategic Practice

Introduction in Strategic Practice Status: June 2021	
Module-Nr./ Code	STRA
Module title	Introduction in Strategic Practice
Semester or trimester	2 nd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the bachelor programs "International Relations", "Politics, Philosophy, Economics", "Globalization, Governance and Law" and "Citizenship and Civic Engagement". It has interconnections to FPAN, CORE, ARST, ETSU, ETPR, ETGL, IPOS, JHCR and SIEM.

Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Prof. Dr. Wendelin Küpers Prof. Dr. Michael Zerr
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3 %
Assessment type / requirement for the award of credits	The assessment type of the module is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to <ol style="list-style-type: none"> 1. explain the significance and the steps of strategic decision-making processes in a global context 2. illustrate key approaches of strategy 3. identify concrete strategies for the construction and interaction of institutions with(in) its socio-cultural environment 4. explain strategic dynamics and analyze the relative strength of different strategic positions as a basis for decisions & actions and examining possible conflicts 5. develop own strategies, taking into account their practices, processing and effects 6. apply methods to implement a strategy
Content of the module	<ol style="list-style-type: none"> 1. Strategic mindsets and strategic concepts 2. The process of strategizing 3. Strategic methods and frameworks

	4. Strategic management and business development 5. Critical reflection on strategy and society
Teaching and learning methods of the module	Interactive lectures, groupwork, working with documentary material, case studies, media
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lectures by industry practitioners and academics

International Law

<u>International Law (HRLa)</u>	
Status: August 2024	
Module-Nr./ Code	ILAW
Module title	International Law
Semester or Trimester	2nd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is part of the International Relations program. Within this program, it's part of the specialization Human Rights and International Law. It has interconnections with all specific modules, especially GECO, INOR, POLP, GLOG, ETHI, JHCR

Person responsible for the module	Prof. Dr. Nadja Meisterhans
Name(s) of the instructor(s)	Dr. Javier Alexis Galán Avila
Teaching language	English
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to:</p> <ol style="list-style-type: none"> 11. describe the evolution, proliferation, diffusion, standardization, fragmentation, pluralization and contestation of conflicting and overlapping international/global norms and regimes from the peace of Westphalia to the present 12. demonstrate a critical understanding of the theories and philosophical principles upon which international law is based and its significance in international relations 13. distinguish the sources of public international law, the processes of creation, assertion, acceptance, legitimization 14. identify the various key actors in the global legal arena (including states, international organisations, courts, NGO's, MNC'S etc.) 15. discuss the basic principles and challenges of international public law from an interdisciplinary perspective 16. demonstrate a comprehensive knowledge and understanding of the current theoretical and doctrinal debates within public international law, (including Third World Approaches, Feminist Approaches, Marxist Approaches etc.) 17. critically assess the operations of international legal instrument such as treaties, resolutions, case law, soft law etc. 18. analyse current developments in international law and its role in the 21st

	<p>century to regulate the access to global public goods</p> <p>19. To reflect on perspectives and challenges of global constitutionalism in times of national populism</p> <p>20. apply different legal regimes to current and fictitious cases</p>
Content of the module	In this module the history of the international legal system, theories of international law in the international system and critical approaches to international law will be reflected. This includes focusing on sources of international law, on actors in the legal system and to discuss perspective of statehood, self-determination and recognition. To learn about law of treaties, jurisdiction and immunities, about state responsibilities and human rights, and other legal regimes
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 39, self-study = 141 hours)
Hours per week	3
Course type (mandatory, elective, etc.)	Mandatory
Assessment type / requirement for the award of credits	The assessment type is a Written Exam 90' according to § 14 (2) Course and Examination Regulation (CER)
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Textbooks:</p>

Hernández G. (2022): International Law. 2nd ed. Oxford: Oxford University Press

Shaw, M. (2017): International Law. 8th ed. Cambridge: Cambridge University Press

Materials:

Dixon, M., McCorquodale, R., Williams, S. (2011): Cases and Materials on International Law. 5th ed. Oxford: Oxford University Press

Evans, M. (ed.) (2014): International Law. 4th ed. Oxford: Oxford University Press

Recommended reading:

Chimni, BS (2017): International Law and World Order: A Critique of Contemporary Approaches. Cambridge: Cambridge University Press

Mansell, W., Openshaw, K. (2019): International Law. A Critical Introduction. 2nd ed. Oxford: Hart

Cali, B (2010): International Law for International Relations. Oxford: Oxford University Press

Charlesworth, H., and Chinkin, CM (2000): The Boundaries of International Law: A Feminist Analysis. Manchester: Manchester University Press

Gonchiarov, V., Zalesny, J., Balashenko, S., Valesilevich, G., & Pukhop, A. (2020). On the Importance of Philosophical Principles to the Social Concept of Global Constitutionalism. WISDOM, 16(3), 78–90. <https://doi.org/10.24234/wisdom.v16i3.332>

Kochi, T. (2020). The End of Global Constitutionalism and Rise of Antidemocratic

	<p>Politics. <i>Global Society</i>, 34(4), 487–506. https://doi.org/10.1080/13600826.2020.1749037</p> <p>Yasuaki O. (2017): <i>International Law in a Transcivilizational World</i>. Cambridge: Cambridge University Press</p> <p>The students are also required to consult a variety of journal articles, think pieces, and sources of international law such as international legal treaties and case law.</p>
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International Security

<u>International Security (ISec)</u>	
Status: August 2024	
Module-Nr./ Code	ISEC
Module title	International Security
Semester or trimester	2nd semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is part of the International Relations program. Within this program, it's part of the specialization International Security.

Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 39 hours, self-study = 141 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Written Exam 90' according to § 14 (2) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • Demonstrate a comprehensive understanding of the key theories, concepts, and debates within the field of international security. • Analyze and evaluate different types of security threats, both traditional and non-traditional, and their implications for global stability. • Assess the role of state and non-state actors in shaping international security dynamics. • Critically examine the effectiveness of various strategies and mechanisms for addressing security challenges, including conflict resolution, peacebuilding, and arms control. • Apply theoretical knowledge to real-world case studies and scenarios, developing informed perspectives on contemporary security issues. • Communicate complex ideas and arguments related to international

	<p>security effectively in both written and oral formats</p> <ul style="list-style-type: none"> • Understanding mainstream and heterodox approaches to international security
<p>Content of the module</p>	<ol style="list-style-type: none"> 1. Theories of International Security: 2. Realism, liberalism, and constructivism 3. Power politics and balance of power theory 4. Human security and critical perspectives 5. Traditional Security Threats: 6. Interstate conflicts and war 7. Nuclear proliferation and arms control 8. Terrorism and asymmetric warfare 9. Non-Traditional Security Challenges: 10. Transnational organized crime 11. Cybersecurity threats and information warfare 12. Pandemics and global health security 13. Regional Security Dynamics: 14. Case studies of security challenges in specific regions (e.g., Middle East, Asia-Pacific, Africa) 15. Regional security organizations and mechanisms 16. Peace and Conflict Resolution: 17. Conflict analysis and resolution approaches 18. Peacebuilding and post-conflict reconstruction 19. Role of diplomacy and mediation in conflict management 20. Humanitarian Interventions and Responsibility to Protect (R2P): 21. Evolution of the R2P doctrine 22. Ethical considerations in humanitarian interventions 23. Challenges of implementing R2P in

	<p>practice</p> <p>24. Arms Control and Disarmament:</p> <p>25. International regimes for arms control</p> <p>26. Non-proliferation treaties and agreements</p> <p>27. Challenges and prospects for disarmament efforts</p> <p>28. Global Governance and Security:</p> <p>29. Role of international organizations (e.g., UN, NATO, EU) in addressing security challenges</p> <p>30. Multilateral approaches to security cooperation</p> <p>31. Global governance gaps and the need for reform</p> <p>32. What do we mean by Security?</p> <p>33. Civil Conflict, Political Violence, Terrorism, WMD, Nuclear Proliferation, Organised Crime</p> <p>34. Poverty, Migration, Health, Environment</p> <p>35. Military Intervention and changing global power</p> <p>36. World politics and policy response</p>
Teaching and learning methods of the module	Interactive lectures.
Specials (e.g. online part, practice visits, guest lectures, etc.)	-
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Andersen-Rodgers, D. and Crawford, Kerry, F. (2018) <i>Human Security: Theory and Action</i>. New York: Rowman and Littlefield.</p> <p>Collins, A (2022). <i>Contemporary Security Studies</i>, 6th Ed. Oxford: Oxford University Press.</p> <p><u>Recommended reading:</u></p> <p>Bain, W. (2012) <i>The Empire of Security and the Safety of the People</i>. London: Routledge.</p> <p>Buzan, B. (2007). <i>People, States and</i></p>

	<p><i>Fear</i>. Lanham: Rowman and Littlefield International.</p> <p>Gheciu, A., Wohlforth, W. (2018) <i>The Oxford Handbook of International Security</i>. Oxford: Oxford University Press.</p> <p>Hough, P. (2018) <i>Understanding Global Security</i>, 4th Ed. London: Routledge.</p> <p>Kozol, W. et al. (2006) <i>Rethinking Global Security: Media, Popular Culture and the War on Terror</i>. New Jersey: Rutgers University Press.</p> <p>Mansbach, R., and Taylor, K. (2017) <i>Introduction to Global Politics</i>. London: Routledge.</p> <p>Muggah, R. (2009) <i>Security and Post-Conflict Reconstruction</i>. London: Routledge.</p> <p>Paul, T. V., Wirtz, J., and Fortmann, M. (eds.) (2004) <u>Balance of Power: Theory and Practice in the 21st Century</u>. Stanford: Stanford University Press.</p> <p>Smith, M. (2018) <i>International Security: Politics, Policy and Prospects</i>. London: Red Globe Press.</p>
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General Philosophy

<u>General Philosophy</u>	
Status: August 2024	
Modul-Nr. / Code	GENP
Module title	General Philosophy
Semester or trimester	2nd Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the Politics, Philosophy and Economics program. Within this program, it's part of the philosophy cycle.
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Prof. Dr. Wendelin Küpers
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 39 hours, Self-study = 141 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Seminar Paper according to §14 (5) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

<p>Qualification objectives of the module</p>	<p>Students who have successfully completed this module are able to:</p> <p>distinguish different systems and sub-disciplines of philosophy and describe the key questions and concepts from each of the main areas, i.e. Logic, Metaphysics/Ontology, Epistemology, Philosophy of Knowledge and Science, Philosophy of Language, Philosophy of Mind, Ethics and Aesthetics</p> <p>reason, i.e., reflect and express philosophical ideas and argumentations in an organized and logical consistent way, and examine and evaluate arguments and their representation</p> <p>discuss and analyse philosophical questions and issues or positions like scepticism, free will, personal identity, realism vs. antirealism, the mind/body problem, utilitarianism vs. deontology, ethical obligations, moral relativism vs. universalism, justice, practical wisdom</p> <p>critically evaluate major contributions to the history of philosophy and contemporary philosophy</p>
<p>Content of the module</p>	<ol style="list-style-type: none"> 1. What is Philosophy 2. History of Philosophy 3. Philosophical Reasoning 4. Argumentation 5. Logic 6. Metaphysics/Ontology 7. Epistemology, Philosophy of Knowledge and Science 8. Philosophy of Language 9. Philosophy of Mind 10. Ethics and Moral Philosophy 11. Aesthetics 12. Analytical Philosophy 13. Continental Philosophy 14. Contemporary Philosophy and postmodern philosophy
<p>Teaching and learning methods of the module</p>	<p>Lectures/Seminar, thought experiments, debate, self-study</p>

Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading (provided via Moodle):</u></p> <p>Blackburn, S. (1999): Think: a compelling introduction to philosophy. Oxford: Oxford University Press</p> <p>Cottingham, J. (2007): Western Philosophy: An Anthology. Malden/Oxford: Wiley-Blackwell (extracts)</p> <p>Finn, S. J. et al. (2012), The Philosophy Skills Book. London/New York: Continuum International Publishing</p> <p>Rochelle, G. (2012): Doing Philosophy. Edinburgh: Dunedin Academic Press</p> <p>Saunders, C, Mossley, D, MacDonald Ross, G & Lamb, D (2012). Doing Philosophy: A Practical Guide for Students (2nd edition). London & New York: Bloomsbury Academic.</p> <p><u>Recommended reading:</u></p> <p>Audi, R. (2010): Epistemology: A Contemporary Introduction to the Theory of Knowledge. 3rd ed., New York, Milton Park: Routledge [selected chapters]</p> <p>Baert, P., D. Weinberg and V. Mottier (2011): Social Constructionism, postmodernism and deconstruction. In: Sage Handbook of the Philosophy of Social Sciences, eds. J. Zamora and I. Jarvie. London: Sage, pp. 475-486.</p> <p>Bennett, C. (2010) What is this thing called Ethics? London and New York: Routledge [selected chapters]</p> <p>Critchley, S. (2001): Continental Philosophy: A Very Short Introduction. Oxford University Press [selected chapters]</p> <p>Finn, S. J. et al. (2012) The Philosophy Skills Book. London/New York: Continuum [selected chapters]</p> <p>Gensler, H. (2011): Ethics: A Contemporary Introduction. 2nd ed., New York, Milton Park: Routledge [selected chapters]</p>

Comparative Politics

<u>Comparative Politics</u>	
Status: August 2024	
Modul-Nr. / Code	COMP
Module title	Comparative Politics
Semester or trimester	2nd Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the Politics, Philosophy and Economics program. Within this program, it's part of the politics cycle. It's also part of the International Relations program. Within this program, it's part of the general political sciences cycle.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Stephan Zimmermann
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 39 hours, Self-study = 141 hours)
Hours per week (SWS)	3

Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER)
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • distinguish various sub-disciplines and approaches in political science, e.g. comparative politics, governance, political theory, international relations • comparative analysis <ul style="list-style-type: none"> ○ political processes (e.g. democratization, transformation, revolution, social movements), ○ institutions (legislative, executive, judicial), ○ actors (e.g. political parties, interest groups, the media) • issues/agendas of political debate and differentiate between types of political, governmental and electoral regimes • Parliamentary and Presidential systems • describe the major theoretical and methodological approaches in the field of political science and apply (empirical) research methods in the field of modern political science
Content of the module	<ol style="list-style-type: none"> 1. Differentiation between politics and political science 2. Political power 3. Comparative Politics 4. Political Institutions 5. Political Actors 6. Political Cultures 7. Governance 8. The State

	<p>9. Elections and voting</p> <p>10. Political Theory: Overview of Ideologies and Ideas</p> <p>11. Parliamentary and Presidential</p> <p>12. Political Processes</p> <p>13. Socio-cultural Structure of Politics</p> <p>14. Theoretical and Methodological Research Approaches</p> <p>15. Empirical Research Methods in Political Science</p>
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading (provided via Moodle):</u></p> <p>Caramani, D. (ed.) (2017): Comparative Politics. 4th Edition, Oxford: Oxford University Press.</p> <p>Collier, D. and Gerring, J. (eds.) (2009): Concepts and Method in Social Science. London: Routledge</p> <p>Garner, R. Ferdinand P. and Lawson S. (2023) Introduction to Politics. Oxford: Oxford University Press.</p> <p>Hay, C. (2002): Political Analysis: A Critical Introduction. Basingstoke: Palgrave</p> <p>Heywood, A. (2013): Politics, 4th edition, Basingstoke: Palgrave Macmillan.</p> <p>Heywood, A. (2017): Political Ideologies. An Introduction. 6. Edition, London: Palgrave Macmillan.</p> <p>Morlino, L. et al. (2017): Political Science. A Global Perspective, London: Sage.</p> <p>Roskin, M. et al. (2016): Political Science: An Introduction, Global Edition, 14th Edition. Essex: Pearson Education Limited.</p> <p>Smith, S. et al. (eds.) (2023): The Globalization of World Politics: An</p>

Introduction to International Relations, 9th Edition, Oxford: Oxford University Press.

Recommended reading:

Goodwin, B. (1999): Using Political Ideas. London: John Wiley

Held, D. (2006): Models of Democracy. Cambridge: Polity Press

Held, D., McGrew, A. (eds.) (2002): Governing Globalization Cambridge: Polity Press

Hampsher-Monk, J. (1992): A History of Modern Political Thought: Major Political Thinkers from Hobbes to Marx. Oxford: Blackwell

Hoffman, J. and Graham, P. (2009): An Introduction to Political Theory. London: Pearson Longman

Leftwich, A. (ed.) (2004): What is Politics? The Activity and its Study. Cambridge: Polity Press

Marsh, D., Stoker, G. (2002): Theories and Methods in Political Science. Basin

Putnam, R. (1993) Making Democracy Work. Civic Traditions in Modern Italy. Princeton: Princeton University Press.

Foreign Policy Analysis

Foreign Policy Analysis Status: June 2021	
Module-Nr. / Code	FPAN
Module title	Foreign Policy Analysis
Semester or trimester	2nd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is applicable to the bachelor programs "International Relations", "Politics, Philosophy, Economics" and "Citizenship and Civic Engagement". It has interconnections with all specific IR, PPE and CCE modules, especially INOR as well as CITI, CORE, SCIE, ARST, GECO, SUDE, CUST, ANTH, STRA

Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	4
Assessment type / requirement for the award of credits	The Assessment type is a Written Assignment according to §14 (4) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ol style="list-style-type: none"> 1. Define the realm of foreign policy as a mechanism of the international structure and locate FPA within the discipline of international relations. 2. Distinguish various theoretical approaches to and debates about the analysis of foreign policy, critically reflect upon their respective limitations, implications and underlying assumptions and apply them to case studies. 3. Differentiate (state and non-state) actors, agendas and arenas in foreign policy 4. Analyse the impact of the concepts of power and influence in foreign policy making and reflect the significance of foreign policy in an age of globalization. 5. Critically assess the different aspects, factors and (cultural, economic,

	<p>geographical, historical, and political) dimensions of foreign policy decision-making and the process and means of foreign policy implementation (e.g. diplomacy, military force, sanctions, aid, propaganda etc.)</p> <p>6. Reflect on the impact of culture, interests and identity as well as the influence of ethics, values, norms and human rights.</p>
<p>Content of the module</p>	<p>The course content includes:</p> <ol style="list-style-type: none"> 7. History and evolution of Foreign Policy 8. Levels and Models of Foreign Policy Analysis: Actors, Structures, Processes, Sources (domestic and external) 9. Foreign Policy and IR theory: Approaches and Concepts 10. State and non-state actors: Personality, Rationality, Interests and Psychology 11. Processes: Foreign Policy analysis and Decision-Making 12. Pubic Diplomacy 13. Implementing Foreign Policy: Power and Persuasion (Military Power, Diplomacy, Sanctions, Aid) 14. Geopolitical, economic and cultural dimensions of FP 15. The impact of Cultures, Identities, Interests 16. Foreign policy doctrines and ethical dimensions: values, beliefs, norms and human rights 17. The media, foreign policy and public opinion 18. Case studies: German and EU foreign policy 19. Case studies: US foreign policy 20. Case studies: East Asia and Middle East foreign policy 21. Case Studies: Latin American foreign policy 22. National Security and Foreign Policy 23. Simulation Summit Exercise
<p>Teaching and learning methods of the module</p>	<p>Lectures, exercises, case studies, self-study and a United Nations Security Council role play and reflection</p>

Introduction to Pluralist Economics

<u>Introduction to Pluralist Economics</u>	
Status: August 2024	
Module-Nr./ Code	INPE
Module title	Introduction to Pluralist Economics
Semester or trimester	2nd semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is part of the Politics, Philosophy and Economics program. Within this program, it's part of the economics cycle.
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Ioannis Theocharis
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 39 hours, self-study = 141 hours)
Hours per week	3
Assessment type / requirement for the	The Assessment type is a Written Exam 90' according to § 14 (2) Course and

award of credits	Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: understand competing schools of thought in economics and broaden their perspectives on the economy in terms of ontology, epistemology, methodology, and normative commitments. assess different economic systems and frameworks for analysis beyond mainstream economics. interrogate public policy prescriptions derived from theoretical and methodological discussions. apply practical insights from theoretical and methodological discussions to real-world economic issues.
Content of the module	(Critique of) Neoclassical Economics Workplace Democracy Economics & Colonialism Wealth, Poverty, Inequality Ecological Economics Behavioral Economics Austrian Economics Marxist Political Economy Feminist Economics
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Specials (e.g. online part, practice visits, guest lectures, etc.)	-
Literature (Required reading/supplementary recommended reading)	Required Reading: Keen, S. (2011). <i>Debunking Economics: The Naked Emperor Dethroned?</i>. Zed Books.

	<p>Raworth, K. (2017). <i>Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist</i>. Random House Business.</p> <p>Piketty, T. (2014). <i>Capital in the Twenty-First Century</i>. Harvard University Press.</p> <p>Recommended Reading:</p> <p>Arnsperger, C., & Varoufakis, Y. (2006). What Is Neoclassical Economics? <i>Panoeconomicus</i>, 53(1), 5-18.</p> <p>Chang, H.-J. (2002). <i>Kicking Away the Ladder: Development Strategy in Historical Perspective</i>. Anthem Press.</p> <p>Ferber, M. A., & Nelson, J. (1993). <i>Beyond Economic Man: Feminist Theory and Economics</i>. University of Chicago Press.</p> <p>Hickel, J., & Kallis, G. (2019). Is Green Growth Possible?. <i>New Political Economy</i>. DOI: 10.1080/13563467.2019.1598964.</p> <p>Hodgson, G. M. (2001). <i>How Economics Forgot History: The Problem of Historical Specificity in Social Science</i>. Routledge.</p> <p>Kahneman, D. (2011). <i>Thinking, Fast and Slow</i>. Penguin</p> <p>Lepenies, R. (2014). Economists as political philosophers: a critique of normative trade theory. <i>EUI Department of Law Research Paper No. MWP, 11</i>.</p> <p>Kvangraven, I. H., & Kesar, V. (2022). Standing in the way of rigor? <i>Review of International Political Economy</i>. DOI: 10.1080/09692290.2022.2131597.</p> <p>Medema, S. G., & Samuels, W. J. (2004). <i>The History of Economic Thought: A Reader</i>. Routledge.</p> <p>Parker, M., Cheney, G., Fournier, V., & Land, C. (Eds.). (2014). <i>The Routledge Companion to Alternative Organization</i>. Routledge.</p>
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	<p>Polanyi, K. (1944). <i>The Great Transformation: The Political and Economic Origins of Our Time</i>. Beacon Press.</p> <p>Sen, A. (1999). <i>Development as Freedom</i>. Knopf.</p> <p>Thaler, R. H., & Sunstein, C. R. (2021). <i>Nudge: Final Edition</i>. Allen Lane, Penguin.</p>
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Controlling, Accounting and Reporting

Controlling, Accounting and Reporting	
Status: May 2022	
Module-Nr./ Code	CARE
Module title	Controlling, Accounting and Reporting
Semester or trimester	4th semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs, links to other modules	This module is part of the management cycle (check) and has particular references to IMAN (analyze), OENV (analyze), STTP (plan), RESO (do), CHLE (act) and MELE (elective). It is part of all management programs at Karlshochschule.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Thomas Steinert

Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	The Assessment type is a Case Study according to § 14 (12) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • debate different ways of controlling management practices • reflect the meaning of corporate accounting as a means of constructing information • for external stakeholders to assess the company's business performance (external accounting, annual financial statement) • for internal stakeholders to make business decisions based on the data (internal accounting) • calculate and deconstruct key performance indicators for different business functions (in particular HR and marketing) • propose strategies of cost management methods (cost / benefit

	<p>calculation, calculation of cost types, cost centres and cost units, cost accounting and cost allocation),</p> <ul style="list-style-type: none"> • classify different ways of risk management • compare different ways of reporting organizational and market outcome, in particular Sustainability Reports, CSR reports or Public Value Reports
Content of the module	<ul style="list-style-type: none"> • Controlling: <ul style="list-style-type: none"> ○ Theoretical discussions of the concept of 'control' and 'accountability' ○ Controlling as a management function ○ Postmodern/post-rational concepts of controlling • Functional controlling <ul style="list-style-type: none"> ○ External accounting ○ Internal accounting ○ Cost management ○ Risk management • Reporting <ul style="list-style-type: none"> ○ CSR reports ○ Sustainability reports ○ Public value reports
Teaching and learning methods of the module	Interactive lectures, business simulations, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Blended learning supported by an online learning platform including learning videos, quizzes and exercises
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Will be announced in class.</p> <p><u>Recommended reading:</u></p>

	<p>Chua, W.F. (1986). Radical developments in accounting thought. <i>The Accounting Review</i>, LXI(4), 601-632.</p> <p>Chua, W.F. (1988): Interpretive sociology and management accounting research: A critical review. <i>Accounting, Auditing & Accountability Journal</i>, 1(2), 59-79.</p> <p>Hopwood & P. Miller (1994, Eds.), <i>Accounting as social and institutional practice</i> (pp. 1-39). Cambridge: Cambridge University Press.</p> <p>Kalthoff, H. (2005). Practices of Calculation. Economic Representations and Risk Management. <i>Theory, Culture and Society</i>, 22(2), 69-97.</p> <p>Lee, T.A. (2003). Accounting and auditing research in the United States. In C. Humphrey and B. Lee (Eds.) <i>The Real Life Guide to Accounting Research: A Behind-the-Scenes View of Using Qualitative Research Methods</i>. Elsevier.</p> <p>Meynhardt, T. (2009); Public Value Inside: What is Public Value Creation? <i>International Journal of Public Administration</i>, 32 (3–4), 192–219</p> <p>Miller, P. (2004). Governing by Numbers: Why Calculative Practices Matter. In A. Amin and N. Thrift (Eds.) <i>The Blackwell Cultural Economy Reader</i>. Blackwell.</p> <p>Scheytt, T. (2005). <i>Management Accounting from a Systems Theoretical Perspective</i>. In: Seidl, D. & Becker, K.H. (Eds.), Niklas Luhmann and Organization Theory. Malmö & Copenhagen: Liber & Copenhagen Business School Press [Advances in Organization Studies], 386-401.</p>
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	<p>Scheytt, T. (2008). <i>The Future of Interpretive Accounting Research</i>. <i>Critical Perspectives on Accounting</i> 19(6), 840-866</p> <p>Sheehy, B. (2015). "Defining CSR: Problems and Solutions". <i>Journal of Business Ethics</i>. 131 (3): 625–648.</p> <p>Sulkowski, A.; Waddock, Sandra (2014). "Beyond Sustainability Reporting: Integrated Reporting Is Practiced, Required & More Would Be Better". <i>University of St. Thomas Law Review</i>. 10: 1060–1123</p>
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Enhanced Company and Consulting Project

<p><u>Enhanced Company and Consulting Project</u></p> <p>Status: April 2022</p>	
Module-Nr. / Code	EPRO
Module title	Enhanced Company and Consulting Project
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	

Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is part of all bachelor programs in management at Karlshochschule International University and is linked to the other modules of the practice cycle (CPRO, IPRO, INTS). The subject of the project may vary according to the program.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Tim Born et al.
Teaching language	English/other (depends on the subject of the project and the host country)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56 hours, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	The assessment type of the module is a Project work § 14 (11) Course and Examination Regulation (CER); see appendix
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to:

	<ul style="list-style-type: none"> • develop a solution for an enhanced management challenge • apply agile project management techniques and basic innovation management approaches • resolve conflicting issues within team structures and between internal and external expectations • reflect the nature of consulting in a business context • evaluate own skills and team capabilities and develop strategies for self-learning • communicate with clients in a professional way • present professional concepts in a convincing manner
Content of the module	<ul style="list-style-type: none"> • Input workshops <ul style="list-style-type: none"> ○ Agile project management ○ Basic concepts of innovation management ○ Creative software solutions ○ History, theory and professional forms of consulting ○ Reflection of introductory company project and lessons learnt • Project <ul style="list-style-type: none"> ○ Problem sketch ○ Project charter • Coaching <ul style="list-style-type: none"> ○ Presentation and storytelling ○ Strategic consulting ○ Team mediation ○ Voice and body language
Teaching and learning methods of the module	Introductory workshops on methods and techniques in intensive days

	<p>Autonomous teamwork (self-managed teams)</p> <p>Coached teamwork in intensive weeks</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>In teams of 5-6 participants, the students find a project (from a pool of external projects), plan it autonomously and implement it, starting with the generation of an idea and concluding with a presentation of the results. In this process, they learn creative techniques and project management methods and develop communication and team-working skills.</p>
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p>The selection of literature is carried out by the students with the guidance of their tutors. The following is a list of optional general background reading:</p> <p>Armstrong, Michael (2012): Armstrong's handbook of management and leadership: developing effective people skills for better leadership and management. 3. ed., London: Kogan Page.</p> <p>Bentley, Colin (2009): Prince 2: a practical handbook. 3. ed., Oxford (u.a.): Butterworth-Heinemann.</p> <p><u>Further reading:</u></p> <p>Hölzle, Philipp (2007): Projektmanagement: professionell führen, Erfolge präsentieren. 2. ed., Freiburg: Haufe.</p> <p>Sutherland, Jeffrey Victor (2014): Scrum. A revolutionary approach to building teams, beating deadlines, and boosting productivity. Random House Business</p> <p>Kappler, Ekkehard, Seibel, Johannes J., Sterner, Siegfried (1983): Entscheidungen für die Zukunft: Instrumente und Methoden der</p>

	<p>Unternehmensplanung. Frankfurt: Frankfurter Allgemeine Zeitung GmbH.</p> <p>Mees, Jan, Oefner-Py, Stefan, Sünemann, Karl-Otto (1995): Projektmanagement in neuen Dimensionen: das Helogramm zum Erfolg. 2. ed., Wiesbaden: Gabler.</p> <p>Michalko, Michael (2006): Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.</p>
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Managing Change and Transforming Organizations

<p><u>Managing Change and Transforming Organizations</u></p> <p>Status: August 2024</p>	
Module-Nr./ Code	CHMA
Module title	Managing Change and Transforming Organizations
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module

	description and to the university's internal learning platform.
Applicability of the module to other programs	This module is a general management module, which is part of the programs Digital Management, Communication Management, International Business and the specialization International Human Resource Management within Business Psychology.
Person responsible for the module	N.N. (Professorship of Management)
Name(s) of the instructor(s)	Stefanie Ballof
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (Contact hours = 39 hours, self-study = 141 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Written Assignment according to § 14 (4) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module will be able to: describe different approaches in change management and institutional learning analyze and respond to business and social issues and translate them into conceptual, creative, innovative and transformative ideas apply appropriate management tools depending on the situation in order to shape change contrast different change conceptions and to appreciate their relative strengths and weaknesses relate prevailing change orientations and ideas to actual events in organizations develop learning solutions for change projects criticize their own approach to change and the management of change
Content of the module	Socio-technical and socio-economic drivers of change

	<p>Change as a management task Business possibilities for shaping change, in particular the strategic and organizational integration of different innovation perspectives (e.g. product and process innovation with the innovation of distribution) Organizational Change, Learning and Dynamics Complex, Processual Conceptions of Change Perspectives on Change and Conflict</p>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual), Learning by Teaching
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Group projects about learning projects (e.g., own development of workshops)
<p>Literature (Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u> Hatch, M.J. (2018). <i>Organization Theory. Modern, Symbolic and Postmodern Perspectives.</i> 4. Edition. Oxford: Oxford University Press. Chapter: Organizational Change and Learning. Kotter, John P. (2012). <i>Leading Change,</i> Oxford: Harvard Business Review Press Linstead, S., Fulop, L. and Lilley, S. (eds.) (2004). <i>Management and Organization. A Critical Text.</i> Houndsmill, Hampshire: Palgrave Macmillan. Chapter: Managing Change. March, J. (1991). 'Exploration and Exploitation in Organizational Learning'. <i>Organization Science</i>, 2: 71-87. Orlikowski, W. (1996). 'Improvising Organizational Transformation over Time: A Situated Change Perspective'. <i>Inf. Syst. Res.</i>, 7: 63-92. Weick, K. and Quinn, R.E. (1999). 'Organizational Change and Development'. <i>Annu. Rev. Psychol.</i>, 50: 361-86.</p>

Developing Communication Campaigns

<u>Developing Communication Campaigns (PCom)</u>	
Status: August 2024	
Modul-Nr. / Code	DCOC
Module title	Developing Communication Campaigns
Semester or trimester	4th Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	<p>This module is part of the Business Psychology program. Within this program, it's a management module as part of the specialization Market and Consumer Psychology.</p> <p>This module is part of the Communication Management program.</p> <p>This module is part of the International Business program. Within this program, it's part of the specialization International Marketing.</p> <p>This module is part of the Politics program. Within this program, it's part of the Political Communication specialization.</p>
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Francis Frietsch
Teaching language	English
Number of ECTS credits	6

Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 39 hours, Self-study = 141 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Learner's Portfolio according to § 14 (7) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: develop communication strategies as a consistent and integrated system of interrelated instruments apply narrative skills in various society- and/or business-related contexts understand the concept of integrated communication exemplarily evaluate and adequately adapt different communication strategies in the context of different specific situations/cases. reflect strategic communication (strategy, implementation and control) from a holistic and integrated perspective apply selected strategic methods and procedures explicitly in the context of the strategic communication process, measure and compare outcomes of integrated media campaigns
Content of the module	Integrated Communication Campaign Development, Public Relations and Sponsorship Programs Ethical Concerns Realization of project portfolios in the field of media and communication by using practical production techniques with a focus on audiovisual media (scripting, shooting, editing)

Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading (provided via Moodle):</u></p> <p>Dahlén, M., Lange, F., Smith, T. (2010). Marketing communications. A brand narrative approach. Chichester: Wiley. (excerpts)</p> <p>Falkheimer, J. (2018). Strategic Communication. Routledge: New York. (excerpts)</p> <p>Hall, K. (2019). Stories That Stick: How Storytelling Can Captivate Customers, Influence Audiences, and Transform Your Business. HarperCollins Leadership: Nashville.</p>

Autonomous Module

<u>Autonomous Module</u>	
Status: August 2024	
Modul-Nr. / Code	AUTO
Module title	Autonomous Module
Semester or trimester	4th Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.

Applicability of the module to other programs	This module is part of the programs Politics, Philosophy and Economics, International Relations and Politics.
Person responsible for the module	Prof. Dr. Nadja Meisterhans
Name(s) of the instructor(s)	N.N.
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 39 hours, Self-study = 141 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	Fail/Pass, Attendance mandatory. <u>Compulsory attendance:</u> 70% of the attendance time of the course according to § 38 Course and Examination Regulation (CER)
Grading & weighting of the grade within the total grade	0 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: Recognize relevant issues in the field of political, economic or other social studies Organize a collective learning process covering relevant discourses and debates Embrace a responsibility for this collective learning process Value the contributions of others to this collective learning process Contrast different perspectives on a current topic Summarize the theoretical foundations and practical implications of a current topic
Content of the module	In the programs Politics, Philosophy and Economics, International Relations and Politics students learn to reflect on the relationship between scientific analysis (theory) and societal and political engagement (practice). It enables students to develop a critical

	<p>awareness for transforming society and contributing to social change on the base of mature citizenship.</p> <p>Against this backdrop, this module serves as an autonomous seminar, enabling students to experiment with and creatively discuss various dimensions of societal engagement. The key point is that students independently design the content, process, and outcomes of the seminar based on academic material and public debates. The module provides space to read classic texts that are currently relevant to social, political, and economic issues and to reflect on concrete, glocal perspectives of transformation and of social criticism. This can take many different forms: thinking about political activism and awareness-raising regarding pressing topics through the use of social media, as well as creative and artistic practices, which could take the form of theater plays, art exhibitions, etc.</p>
Teaching and learning methods of the module	Student based self-organized module and self-learning
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Students are asked to find literature based on classical authors in philosophy, cultural studies, and social sciences and to think about creative research-activities and forms of presentations

Ethics

<u>Ethics</u>	
Status: August 2024	
Module-Nr./ Code	ETHI
Module title	Ethics
Semester or trimester	4th semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory

If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is part of the Politics, Philosophy and Economics program. Within this program, it's part of the philosophy cycle. It's also part of the International Relations program. Within this program, it's one of the interdisciplinary modules. It's also part of the Politics program. Within this program, it's one of the interdisciplinary modules.
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Dr. Brigitte Buchhammer
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 39, self-study = 141 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The assessment type of this module is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning business ethics from a philosophical, economical, managerial and practical point of view

	<p>examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an understanding of ethical issues in different international and cultural contexts</p> <p>identify, analyze and critically reflect on concrete moral dilemmas and the role of an integral responsibility in organization and leadership practice</p> <p>contextualize and differentiate dilemmas as distinct from puzzles, ambivalences, trade-offs, and paradoxes</p> <p>to understand causes, dynamics, processes and effects of (moral) dilemma</p> <p>develop preventive measurements and ways for coping or strategies, for dealing with moral dilemmas and their consequences</p> <p>handle ambiguities and think in terms of imperfect solutions for moral problems, and integrating pre- or arational dimensions, including empathy and intuition</p>
Content of the module	<ol style="list-style-type: none"> 1. Relevance of ethics 2. Gender ethics, ecological issues, commercial concerns, poverty and ethical foundations of political justice 3. Theories of action 4. Hannah Arendt: The Human Condition 5. Difference of ethics and law and of traditional norms of action 6. Aristotle and the question of eudaimonia 7. Friendship (Aristotle) in respect of personal relationships and international solidarity 8. John Stuart Mill and utilitarian question 9. Immanuel Kant's ethics of freedom 10. Feminist and gender ethics (Herta Nagl-Docekal, bell hooks) 11. Ethical foundations of political action: Avishai Margalit: The Decent Society. John Rawls, Political Liberalism; Judith Shklar, Faces of Injustice; Shklar, The Liberalism of Fear. 12. Ethical Aspects in the field of economics. 13. Ethics and Nature. (Marta Nussbaum, Responsibility for Animals).
Teaching and learning methods of the module	Interactive lecture, seminar style

	(possibly including serious play exercises with role-play, games, small group work, case study analysis, and presentations)
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	To promote scientific discourse, 1-2 guest lectures e.g. by scholars in the field of strategy will be integrated, if possible. Self-study integrating online components and the university's internal download center
Literature (Required reading/supplementary recommended reading)	<u>Required reading (provided via Moodle):</u> Arendt, H. (1998): The Human Condition. University of Chicago Press. Aristotle (2020): The Nicomachean Ethics. Canada Penguin Classics. bell hooks (2000): Feminism is for Everybody. Cambridge MA. Butler, J. (1990): Gender Trouble. Routledge. Crane, Matten, Glozer, Spence (2016): Business Ethics. Oxford University Press. Kant, I. (¹² 2008): Groundwork of the Metaphysics of Morals (1785). In: Immanuel Kant, Practical Philosophy. The Cambridge Edition of the Works of Immanuel Kant, ed. Mary J. Gregor and Allen Wood. Cambridge University Press. Kant, I. (¹² 2008): The Metaphysics of Morals. In: Immanuel Kant, Practical Philosophy. The Cambridge Edition of the Works of Immanuel Kant, ed. Mary J. Gregor and Allen Wood. Cambridge University Press. Löwenthal, L. (2021): Prophets of Deceit. Verso London. Margalit, A. (1996): The Decent Society. Harvard University Press 1996. Mill, J.S. Utilitarianism. Nagi-Docekal, H. (1998): Modern moral and political philosophy. In: A Companion to Feminist Philosophy. Ed. By Alison M. Jaggar and Iris Marion Young. Blackwell Publishers. Nussbaum, M. C. (2013): Creating Capabilities. The Human Development Approach. Harvard University Press. Rawls, J. (2005): Political Liberalism. Columbia University Press. Shklar, J. (1990): Faces of Injustice. Yale University Press.

<u>Recommended reading:</u>

Justice, Human and Constitutional Rights

<u>Justice, Human and Constitutional Rights (HRLa)</u>	
Status: August 2024	
Module-Nr./ Code	JHCR
Module title	Justice, Human and Constitutional Rights
Semester or trimester	4th semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is part of the International Relations program. Within this program, it's part of the specialization Human Rights and International Law.
Person responsible for the module	Prof. Dr. Nadja Meisterhans
Name(s) of the instructor(s)	Matin Tirmizi
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 39 hours, self-study = 141 hours)
Hours per week	3

Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 14 (6) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <p>analyse and discuss the content of core treaties in the field of international human rights law and critically examine various international monitoring and enforcement mechanisms</p> <p>critically reflect the concept and purpose of a constitution and evaluate the interrelationship between Human Rights and International Law, including the European Convention on Human Rights</p> <p>contrast various IR theories (realism, liberalism, constructivism, feminism, cultural relativism, post-colonialism, etc.) and apply them to international human right challenges</p> <p>contrast various concepts of justice in political philosophy (e.g. utilitarianism, libertarianism, distributive justice, justice as equality, need-based justice, merit-based justice, retributive justice, restorative justice), contrasting a diverse group of philosophers from different epochs</p> <p>distinguish different positions in the global and social justice debate and it's philosophical, historical and legal foundations and implications</p> <p>critically reflect upon the scope and limitations of justice at the global level and the application of global justice arguments to key issues like distributive equality and poverty, environment and future generations, humanitarian intervention and institutions</p> <p>appraise the impact of justice theory, justice discourses and human rights issues on the discipline of "international relations" and the field of "normative international political theory" as well as on international law and international politics</p>

	evaluate the International Human Rights discourse and its historical development in the context of philosophical debates on rights theory, justice and ethics as well as cultural, economic, political and social issues
Content of the module	<ol style="list-style-type: none"> 1. Human Rights in International Relations 2. Human Rights and Theories of Justice (Aristotle, Kant, Marx, Rawls, Nozick, Locke, Arendt, Nussbaum, Sen, Appiah, Crenshaw, etc.) 3. History and development of Human Rights 4. establishing Human Rights standards, international conventions and constitutional rights 5. Global and regional application of Human Rights norms, International mechanisms for the monitoring and enforcement of Human Rights; the UN and Human Rights 6. Human Rights and foreign policy in comparative perspective 7. NGOs and Human rights 8. Business and Human Rights
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Specials (e.g. online part, practice visits, guest lectures, etc.)	-
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading (provided via Moodle):</u></p> <p>Forsythe, D. (2018, 4th edition): Human Rights in International Relations. Cambridge: Cambridge University Press</p> <p>Leib, Linda H. (2011). Human Rights and the Environment. Chapter 2 – An overview of the characteristics and controversies of human rights https://www.jstor.org/stable/10.1163/j.ctt1w8h1t2.6</p> <p>Marks, S. (2016): Human Rights - A Brief Introduction, Boston: Harvard School of Public Health. http://nrs.harvard.edu/urn-3:HUL.InstRepos:27015684 https://dash.harvard.edu/handle/1/27015684</p> <p>Marks, S. (2016): The United Nations and Human Rights. In Human Rights in the World Community: Issues and Action, 4th ed, edited</p>

by Richard Pierre Claude, Burns H. Weston and Anna Grear. Philadelphia: University of Pennsylvania Press.
<https://dash.harvard.edu/handle/1/32310737>

Petersmann, E.-U. (2003): Theories of Justice, Human Rights and the Constitution of International Markets, Working Paper, EUI LAW, 2003/17, European University Institute
<http://hdl.handle.net/1814/1880>

Recommended reading:

Alexy, R. (2010): A Theory of Constitutional Rights. Oxford: Oxford University Press

An-Na'im, Abdullahi A. (ed.) (1992): Human Rights in Cross Cultural Perspectives: A Quest for Consensus, Philadelphia: University of Pennsylvania Press

Armstrong, D. et al (eds.) (2007): International Law and International Relations. Cambridge: Cambridge University Press

Bell, D. (ed.), (2010): Ethics and World Politics. Oxford: Oxford University Press

Besson, S., Tasioulas, J. (eds.) (2010): The Philosophy of International Law. Oxford: Oxford University Press

Buchanan, A. (2007): Justice Legitimacy and Self Determination: Moral Foundations for International Law. Oxford: Oxford University Press

Byers, M. (ed.) (2000): The Role of Law in International Politics: Essays in International Relations and International Law. Oxford: Oxford University Press

Brown, G.W. and Held, D. (eds.), (2010): The Cosmopolitanism Reader. Cambridge: Polity Press

Falk, R. (2000): Human Rights Horizons: The Pursuit of Justice in a Globalizing World. London: Routledge

Falk, R. (2014): Humanitarian Intervention and Legitimacy Wars: Seeking Peace and Justice in the 21st Century. London: Routledge

Fisk M. (ed) (1993): Justice: Key Concepts in Critical Theory NJ: Humanities Press
Harris, D. et al (2014): Law of the European Convention on Human Rights. Oxford: Oxford University Press

Held, D. (2005): Debating Globalization. Cambridge: Polity Press

	<p>Hurrell, A. (2008): On Global Order: Power, Values, and the Constitution of International Society. Oxford: Oxford University Press</p> <p>Hutchings, K. (2010): Global Ethics. Cambridge: Polity Press</p> <p>Pogge, T. (ed.), (2004): Global Justice. Malden, Oxford: Blackwell</p> <p>Rawls J. (1973): A Theory of Justice. Oxford: Oxford University Press</p> <p>Sandel, M. J. (2007): Justice: A Reader. Oxford: Oxford University Press</p> <p>Sandel, M. J. (2010): Justice: What's the Right Thing to Do? London, New York: Penguin</p> <p>Steiner, H., Alston, P. and Goodman, R. (2000): International Human Rights in Context: Law, Politics, Morals. Oxford: Oxford University Press</p>
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Conflict Resolution

<u>Conflict Resolution (ISec)</u>	
Status: August 2024	
Module-Nr./ Code	CORE
Module title	Conflict Resolution
Semester or trimester	4th semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.

Applicability of the module	It's also part of the International Relations program. Within this program, it's part of the specialization International Security.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Dr. Marisol Bock
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 39 hours, self-study = 141 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 14 (6) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <p>distinguish key concepts, approaches and developments in the field of conflict and conflict resolution from an interdisciplinary perspective</p> <p>analyze and map foundations, sources and dynamics of various conflicts</p> <p>investigate and evaluate different practices of conflict prevention, conflict resolution, conflict management, peace-keeping and peace-building processes and examine the role of states, individuals and humanitarian agencies</p> <p>critically reflect mayor theories as well as the key challenges and debates around conflict and conflict resolution</p> <p>appreciate conflicts as unavoidable, recognize the productive strength of conflicts, deal appropriately with various types of conflict and integrate ethical reasoning into their actions</p> <p>apply negotiation techniques, moderation and dispute-solving methods and mediation</p>

	tools to remedy conflicts and successfully guide negotiations in different settings
Content of the module	<ol style="list-style-type: none"> 1. Introduction to Conflict Resolution from a Peace Studies Perspective 2. Conflict Analysis: Root causes, Levels and mapping tools 3. Conflict Resolution Approaches and Theories: Traditional, interest-based and transformative approaches 4. Communication, Dialogue and Mediation: communication skills in conflict resolution, active listening, empathy and nonviolent communication (NVC) 5. International and Regional Approaches to Conflict Resolution: international organizations, peacekeeping, peacebuilding, and post-conflict reconstruction 6. Subaltern Perspectives: Women and War, Gender-sensitive approaches to conflict resolution, Peaceful Societies, Postcolonial, Decolonial and Anticolonial Examples 7. The Role of Media, Communication, Language and Discourse in Conflict Resolution 8. Globalization, World Politics, Cosmopolitan Conflict Resolution: from Wicked Problems to VUCA (volatility, uncertainty, complexity and ambiguity)
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Specials (e.g. online part, practice visits, guest lectures, etc.)	-
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading (provided via Moodle):</u></p> <p>Gaard, G. (2020). New ecocriticisms: narrative, affective, empirical and mindful. <i>Ecozon@: European Journal of Literature, Culture and Environment</i>, 11(2), 224-233.</p> <p>Galtung, J. (1990). Cultural violence. <i>Journal of peace research</i>, 27(3), 291-305.</p> <p>Graeber, D. (2018). Bullshit jobs. <i>Emploi</i>, 131.</p> <p>Grosfoguel, R. (2007). The epistemic decolonial turn: Beyond political-economy</p>

	<p>paradigms. <i>Cultural studies</i>, 21(2-3), 211-223.</p> <p>Kester, K., & Cremin, H. (2017). Peace education and peace education research: Toward a concept of poststructural violence and second-order reflexivity. <i>Educational Philosophy and Theory</i>, 49(14), 1415-1427.</p> <p>Lederach, J. (2015). Little book of conflict transformation: Clear articulation of the guiding principles by a pioneer in the field. Simon and Schuster. Short updated version.</p> <p>MacMillan, M. (2020). War. How conflict shaped us. Profile Books</p> <p>Martínez-Guzmán, V. (2005) "Philosophy and Peace Research", translated by Jennifer Murphy, researcher of the UNESCO Chair of Philosophy for Peace, Universitat Jaume I.</p> <p>Ramsbotham, O., Miall, H., & Woodhouse, T. (2011). <i>Contemporary conflict resolution</i>. Polity.</p> <p>Richmond, O. P. (2015). The dilemmas of a hybrid peace: Negative or positive?. <i>Cooperation and Conflict</i>, 50(1), 50-68.</p> <p>SIPRI (2023) SIPRI Databases https://www.sipri.org/databases</p>
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Global Governance

<p>Global Governance Status: June 2021</p>	
Module-Nr./ Code	12.2.4 GLOG
Module title	Global Governance
If relevant, course units within the module	-
Study Semester (or Trimester)	2 nd semester
Duration of module	Single semester

Frequency of module	Once a year
Number of allocated ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	The module is applicable to the bachelor program "Globalization, Governance and Law". It has interconnections with all specific GGL modules, especially "Introduction into International Public Law", "International Organizations", "International Collaboration", "Justice, Human and Constitutional Rights", "Economic Institutionalism", as well as "Global Economy", "Sustainable Development", "Political Philosophy", "Introduction in Strategic Practice" and "Ethics: Globalization"
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English
Assessment type / requirement for the award of credits	The assessment type of this module is an Essay according to § 14 (6) Course and Examination Regulation (CER)
Weighting of the grade within the total grade	3 %
Learning outcomes of the module	Students who have successfully participated in this module will be able to

	<ul style="list-style-type: none"> • differentiate and critically examine various theoretical perspectives on global governance • describe contemporary global governance, its key challenges and potential solutions • distinguish contemporary institutions of global governance and classify their decision-making mechanisms • Critically evaluate the outcome of different mechanisms of global governance and assess possible improvement • Interpret current debates about peacekeeping, intervention, nuclear non-proliferation, global economic governance, global climate change, and the global human rights regime
Content of the module	<ol style="list-style-type: none"> 1. Concepts and Theories of Global Governance 2. Globalisation and Global Governance 3. Institutions of Global Governance 4. Peacekeeping and Intervention 5. Nuclear Non-proliferation 6. Rising Powers and the Emerging Global Order 7. Global Trade and Finance 8. Global Political Economy 9. UN Millennium Development Goals and beyond 10. Global Poverty 11. Refugees and Forced Migration 12. Climate Change 13. Global Human Rights 14. Regionalism and Global Governance 15. Future of Global Governance
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

Managerial Accounting

Managerial Accounting Status: September 2021	
Module-Nr./ Code	MACC
Module title	Managerial Accounting
Semester or trimester	4 th semester
Duration of module	One semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	<p>There are no formal requirements for participation in this module, however, successful completion of the modules</p> <ul style="list-style-type: none"> – Introduction to Management – Basic Principles in Strategic Management – Resources: Financial Resources, Human Resources, Organization <p>is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.</p>
Applicability of the module to other programmes	This module is part of the Bachelor programs International Business and Management
Person responsible for the module	Prof. Frank Widmayer

Name(s) of the instructor(s)	Michelle Olufeso Joachim Scheiderer Thomas Steinert
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (180') § 14 (2) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module are able to <ul style="list-style-type: none"> – present the meaning of corporate accounting as source of information, which generates figures that are useful for external stakeholders to assess the company's business performance (external accounting, annual financial statement) and for internal stakeholders to make business decisions based on the data (internal accounting), – define the structure and the data of the annual financial statement, describe how the balance sheet is drawn up, including bookkeeping and the profit and loss account, explain the different items of the balance sheet and the profit and loss account and understand their significance,

	<ul style="list-style-type: none"> – understand budgeting and accrual accounting from a financial management as well as from a political perspective, – describe cost accounting as basis for budget planning and as basis for the calculation of products, services, contracts, projects etc., – present the meaning of cost management and define adequate methods (cost / benefit calculation, calculation of cost types, cost centres and cost units, cost accounting and cost allocation), – understand the implications of Economic Value Added (EVA) and related concepts from a shareholder and from a stakeholder perspective.
Content of the module	<ul style="list-style-type: none"> – Module 1 - Balance Sheet & Cases – Module 2 - Income statement & transaction analysis – Module 3 - Cost Volume Profit Analysis including BEP – Module 4 - Job order costing – Module 5 - Budgeting – Module 6 - Accrual accounting and M&A – Module 7 - Cash Flow and M&A – Module 8 - EVA (shared value)
Teaching and learning methods of the module	Interactive lectures, business simulations, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Blended learning supported by an online learning platform including learning videos, quizzes and exercises

Advanced Company Project

Advanced Project Status: September 2021	
Module-Nr. / Code	APRO
Module title	Advanced Project
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module IPRO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform,
Applicability of the module	<p>This module is targeted at the transfer between theory and practice and has interconnections to all earlier and simultaneous modules of the program, especially to IPRO.</p> <p>This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialization of the students.</p>
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp

Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Coaches
Teaching language	English/other (depends on the subject of the project and the host country)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Project work § 14 (11) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to autonomously identify, plan and implement a selected political, social or business project in an international context, with the help of tutors (instructors) and supervisors (professors). This involves integrating, applying and implementing the knowledge acquired in the modules to date.
Content of the module	Autonomous development of a project idea and implementation of a project under supervision and in collaboration with external partners ("sponsors"). If relevant, students can base their project on work carried out in the project module in the 3 rd semester.
Teaching and learning methods of the module	Project work in a team of 5-6 participants (tutored)

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
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Diversity & Management

<u>Diversity and Management</u> Status: September 2021	
Module-Nr. / Code	DIMA
Module title	Diversity and Management
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory / elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module IHRD is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is in relation with ICBC and IHRD as well as connected to RESO.
Person responsible for the module	Prof. Dr. Ella Salome Roininen
Name(s) of the instructor(s)	Prof. Dr. Ella Salome Roininen
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Assignment § 14 (4)
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – explain and critically analyze processes of social categorization. – describe and critically discuss the origins of DM in the USA und in Europe – recognize factors of inequality and discrimination in the society and in organizations. – formulate integration processes as business case and as a task of social sustainability. – develop and apply managerial strategies of diversity and inclusion in institutional and organizational context.
Content of the module	<p>The course content includes:</p> <ul style="list-style-type: none"> – A historical view on the development of DM – The main approaches, theories and current organizational issues in D&I management – D&I frameworks and their application – Social categorization: inclusion, exclusion, prejudice, stereotyping, othering – Inequality and discrimination – Specific D&I topics such as gender, LGBTQ+, disability, mental health, age – Biases research, biases in digitalized economy – Analyzing diversity in organization, specific diversity actions, programs and their implementation – D&I and social sustainability – Global power relations, cultures and intersectionalities – Integration research
Teaching and learning methods of the module	<p>The course is organized around lectures and case studies aimed at illustrating important concepts and then debating them in class. Session outline and study materials are available at Moodle.</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lecturers

Discourses and Identities

<p>Discourses and Identities Status: June 2022</p>	
Modul-Nr. / Code	DIID
Module title	Discourses and Identities

Semester or trimester	2nd Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the diversity and inclusion cycle and has particular references to the other modules in the diversity cycle (CUPS, GLOC, GFEM, DIMP, SCDI, CICA). This module is part of the psychology cycle and has particular references to the other modules in the psychology cycle (IPSY, PSYS, MAWO, CATT, PELE, CIPS).
Person responsible for the module	Prof. Dr. Ella Roininen
Name(s) of the instructor(s)	Prof. Dr. Ella Roininen
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 14 (6) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: <ul style="list-style-type: none"> contrast, from a constructivist and deconstructivist point of view, the creation of a subject within a discourse

	<ul style="list-style-type: none"> • restate psychological concepts on identity • explain “identity” as a performative repetition of a continuous instability within social orders • model “identity” as a result of social construction within organizational and societal power-knowledge relations • use discourse theory and psychology • identify power relations in organizations and society • recognize the influence of society and culture on the perception of groups and identities especially within the organizational context • explain identification and resistance to organizational, professional and societal norms • explain inclusion and exclusion processes and social closure within society • reflect on one’s own performative identity and diversity and infer an own critical position
Content of the module	<ul style="list-style-type: none"> • Historical and philosophical foundations of identity, personality, performance, diversity and society • Social, cultural, psychological and political dimensions of identity • Identity theories and their applications, such as narrative identity and social identity theory • Cultural turns on identity research, discursive construction of identity • Group identities, inclusion and exclusion, social construction of difference and stereotypes • Identity as repetitive performance: Doing gender, doing difference, queer-,

	<p>radicalised-, postcolonial-, intersectional- and cultural identities.</p> <ul style="list-style-type: none"> • Methodological perspectives on identity research • Identity in organizations, organizational subjects and social positions • Introduction into personality psychology <ul style="list-style-type: none"> ○ personality types ○ id/ego/superego ○ attributional styles/locus of control
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
<p>Literature (Required reading/supplementary recommended reading)</p>	<p><u>Required reading (provided via Moodle):</u></p> <p>Alvesson, M., Bridgman, T. and Willmott, H. (2009) (Eds.). <i>The Oxford Handbook of Critical Management Studies</i>. Oxford University Press. Ch. 2, 7, 15.</p> <p>Atewologun, D., Sealy, R. and S. Vinnicombe (2016). ‘Revealing intersectional dynamics in organizations: Introducing ‘intersectional identity work’ ‘. <i>Gender, Work and Organization</i>, 23(3), pp.223-247.</p> <p>Bendl, R., Fleischmann, A., Walenta, C. (2008). Diversity management discourse meets queer theory. <i>Gender in Management: an international Journal</i>, 23, 382–394.</p> <p>Burr, V. (2015). <i>Social Constructionism. Third Edition</i>. East Sussex and New York: Routledge. Ch. 2-4, 9.</p> <p>Elraz, H. (2018). ‘Identity, mental health and work: How employees with mental health conditions recount stigma and the pejorative discourse of mental illness’. <i>Human Relations</i>, 71(5), pp. 722–741.</p> <p>Hall, S. (2001). ‘Foucault: power, knowledge and discourse’, in M. Wetherell, S. Taylor and S.J. Yates (eds), <i>Discourse</i></p>

Theory and Practice: A Reader. London: Sage. [selected chapters]

Hall, S. (2003). 'The Spectacle of the Other'. Hall, S., Evans, J. and S. Nixon (eds.) (2003). *Representation: Cultural Representations & Signifying Practices. Second Edition*. London: Sage. [selected chapters]

Kenny, K., Whittle, A. and Willmott, H. (2011). *Understanding Identity & Organisations*. [selected chapters]

West, C. and Zimmerman, D.H. (1987). 'Doing gender', *Gender & Society*, 1: 125- 151.

Wetherell, M. and Talpade Mohanty, C. (2010). *The Sage Handbook of Identities*. Los Angeles: Sage. [selected chapters]

Recommended reading:

Butler, J. (1990). *Gender Trouble: Feminism and the Subversion of Identity*. Oxon and New York: Routledge.

Butler, J. (1992) 'Contingent Foundations: Feminism and the Question of "Post-modernism"', In J. Butler and J. W. Scott (eds.) *Feminists Theorize the Political*. New York: Routledge, pp. 3-21.

Elliott, A. and Gay, P. du (eds.) (2009). *Identity in Question*. Los Angeles: Sage.

Gherardi, S. (1995). *Gender, Symbolism and Organizational Culture*. London: Sage.

Weedon, C. (1987) *Feminist Practice and Poststructuralist Theory*. Oxford: Blackwell.

Wetherell, M and Taylor, S. (2001) *Discourse as Data: A Guide for Analysis*. London: Sage.

Relational Practices and Political Philosophy of Resonance, Resistance & Responsibility

Relational Practices and Political Philosophy of Resonance, Resistance & Responsibility	
Status: September 2021	
Module-Nr./ Code	REPO
Module title	Relational Practices and Political Philosophy of Resonance, Resistance & Responsibility
Duration of module	Single semester
Course type	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year, 2nd semester
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module IPHI is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module has interconnections to all other modules and specialisations, especially to the modules IPHI and IPWI
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Prof. Dr. Wendelin Küpers
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Written Assignment according to § 10 (2) Course and Examination Regulations for the Master "Social TransFormation: Politics, Philosophy, Economics" (CER); see appendix.
Weighting of the grade within the total grade	5,0 %
Teaching and learning methods of the module	self-study, interactive seminars, group-work, working with literature, exercises, presentations, thought experiments, debate,

Special features	t.b.d.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> • have an advanced understanding of political philosophy of practice as relational • know basics of social philosophy (understanding social contexts for economic, political, legal, moral, and cultural questions, issues, values and institutions) • understand concept and roles of embodied socio-political, communal practices for conviviality and an integral transformation towards sustainability development • recognise the role of pluralistic and socially established values, virtues, shared moral cultures and conviviality • evaluate basic ideas concepts, possibilities and limitations of (responsive) communitarianism, critically • understand the significance of the concept of resonance in relationships and social, organisational, and economic practices • know about a phenomenology of responsivity and recognising constitutive qualities of responsivity in flourishing relationships and cultural contexts • comprehend the integral nexus between responsivity and responsibility • consider the role of constraints, dissonance, asymmetry and resistance as well as formal and informal 'infrapolitics'
Content of the module	<ul style="list-style-type: none"> • advanced understanding of political and social philosophy • philosophical reflection on social practices • meaning and role of values, virtues, moral culture, conviviality in practice • relevance and qualities of community ("Gemeinschaft") as concept and practice • critical understanding of communitarianism • nexus of resonance and practices • connection between responsivity and integral responsibility • constraints, dissonance resistance and infrapolitics in practice
Literature	<p>Required reading:</p> <p>Carter, A.; Randle, M. Clark, H. (2013). A Guide to Civil Resistance, A Bibliography of People Power and Nonviolent Protest, Talgarth Brecon; Merlin Press.</p> <p>Carter, A. (2012). People Power and Political Change: Key Issues and Concepts, London, Routledge,</p>

	<p>Estlund, D. (2016). <i>The Oxford Handbook of Political Philosophy</i>, Oxford OUP (selected chapters)</p> <p>Küpers, W. (2015). <i>Phenomenology of the Embodied Organization - The contribution of Merleau-Ponty for organisation studies and practice</i>, London: Palgrave. (selected chapters)</p> <p>Küpers, W. (2015a). Embodied Responsive Ethical Practice: The Contribution of Merleau-Ponty for a Corporeal Ethics in Organisations”, <i>Electronic Journal of Business Ethics and Organization Studies (EJBO)</i>, Vol. 20(1), 30-45.</p> <p>Küpers, W. (2011). Integral Responsibilities for a Responsive and Sustainable Practice in Organizations and Management”, <i>Corporate Social Responsibility and Environmental Management Journal</i> 18(3), 137-150.</p> <p>Roberts A. (2009). Introduction, <i>Civil Resistance and Power Politics</i>, In: Roberts Adam & Garton Ash Timothy, <i>Civil Resistance and Power Politics: The Experience of Non-violent Action from Gandhi to the Present</i>, Oxford: Oxford University Press).</p> <p>Garton A., T. (2009) A Century of Civil Resistance: Some Lessons and Questions, In: Roberts A, Garton AT (eds) <i>Civil resistance and power politics: the experience of non-violent action from Gandhi to the present</i>. pp 371–390 Oxford University Press, New York.</p> <p>Rosa, H. (2019). <i>Resonance. A sociology of our relationship to the world</i>; Cambridge: Polity. (selected chapters).</p> <p>Recommended Reading:</p> <p>Anderso, E. (2016). Equality, in Estlund, D. (Editor) 2016 <i>The Oxford Handbook of Political Philosophy</i>, Oxford: OUP.</p> <p><i>Böhm, S., Spicer, A. and Fleming, P. (2008). Infra-Political Dimensions of Resistance to International Business: A Neo-Gramscian Approach. Scandinavian Journal of Management, v. 24, n. 3, p. 169-182.</i></p> <p>Dryzek, J. Honig, B. and Phillips, A. (2008). <i>The Oxford Handbook of Political Theory</i>, Oxford University Press.</p>
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	<p>Küpers, W. (2009). Perspective on integral 'Pheno-Pragma-Practice' in organizations. <i>International Journal of Management Practice</i>, 4(1): 27–50.</p> <p>Küpers, W. (2020). Embodied Inter-Practices in Resonance as New Forms of Working in Organisations, in Aroles, J., Dale, K. & de Vaujany, F. (2020). <i>Experiencing the New World of Work</i>, Cambridge: Cambridge University Press.</p> <p>Nowicka, M., & Vertovec S. (2014). Introduction: <i>Comparing convivialities: Dreams and realities of living-with-difference</i>. <i>European Journal of Cultural Studies</i> 17(4), 341–356.</p> <p>Rosa, H., & Henning, C. (Eds.). (2018). <i>The good life beyond growth: New perspectives</i>. London and New York: Routledge.</p> <p>Rosa, H., Dörre, K., & Lessenich, S. (2017). Appropriation, activation and acceleration: The escalatory logics of capitalist modernity and the crises of dynamic stabilization. <i>Theory, Culture and Society</i>, 34(1), 53–73.</p> <p>Schatzki, T. (2002). <i>The Site of the Social: A Philosophical Exploration of the Constitution of Social Life and Change</i>. University Park, PA: The Pennsylvania State University Press.</p> <p>Schatzki, T., Knorr Cetina, K. & von Savigny, E. (Eds) (2001). <i>The Practice Turn in Contemporary Theory</i>. London: Routledge.</p> <p>Wenger, E. (1998). <i>Communities of Practice, Meaning, and Identity</i>. Cambridge: Cambridge University Press.</p> <p>Wise, Amanda, & Noble, Greg (2016). Convivialities: An orientation. <i>Journal of Intercultural Studies</i> 37(5): 423–431.</p>
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Political Practices, Social Movements and Civic Engagement (POSO)

**Political Practices, Social Movements and Civic Engagement
(POSO, Pol 2)**

Status: September 2021

Module-Nr./ Code	POSO
Module title	Political Practices, Social Movement & Civic Engagement
Study Semester	2nd semester
Duration of module	Single semester
Frequency of module	Once a year
Course type (Mandatory, elective, etc.)	Mandatory
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Applicability of the module to other programs	This module has interconnections to all other modules and specialisations, especially to the modules INPA and INGO
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module INPA is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Dr. Nadja Meisterhans
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type is a Project according to § 10 (8) Course and Examination Regulations for the Master "Social TransFormation: Politics, Philosophy, Economics" (CER); see appendix.
Weighting of the grade within the total grade	5,0 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to <ul style="list-style-type: none"> • identify and analyse political phenomena and institutions as socio-cultural and organisational practices (practice turn) • describe and compare history, phases and influences/impacts of various (countercultural and)

	<p>contemporary social movements in relation to how they carry out, resist, or undo social change</p> <ul style="list-style-type: none"> • identify and analyse drivers, actors/elements, identity, mechanisms/campaigns, and effects of political practice and social movements • clarify and debate critically relationships between social practices and movements to institutions and neo-institutional theory • differentiate and debate infra-political /practices associated with decentralized, social or protest movements including micro-level subversions, extra-governmental politics/ activities • identify and recognise reasons and practices of dissent and resistance movements • analyse and debate conditions, types, dynamics, results and political and mobilization processes and practices of social movements • compare and discuss how social movements interact and -connect with other actors, especially on an international and global level • recognise and evaluate the role of civil society organizations (in context of globalisation and transnational dimensions)
Content of the module	<ul style="list-style-type: none"> • Political phenomena and institutions as socio-cultural practice • Role of collective, public emotion, moods (affective communities) for socio-cultural political practices • Role of agenda setting and framing of socio-cultural political practices and movements • Dynamics and power plays and conflicts in collective actions, activism and practice • Resistance practices and movements • Social practices and movement/organisations and institutions/institutionalisation and neo-institutional theory <p>Social movement as specialisation</p> <ul style="list-style-type: none"> • Basics, conditions, types, dynamics, results and political and mobilization processes and practices of social movements (scope, status change, targets, “methods”, range) • Interaction and interconnectedness of social movements (nationally and internationally) • Civil society organizations and social enterprises and role of dialogue • Globalisation and transnational social movement organisation (dispersed multiunit)

Teaching and learning methods of the module	Interactive lectures, group work, debates, working with literature, documentary material, case studies, media
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lectures by practitioners and academics
Literature (Required reading/supplementary recommended reading)	<p>Required reading:</p> <p>Bevir, M and Rhodes, R A W (2010). <i>The State as Cultural Practice</i>. Oxford: Oxford University Press</p> <p>Erman, E. and Möller N. (2019). <i>The Practical Turn in Political Theory</i>. Edinburgh: Edinburgh University Press</p> <p>Giddens, A. (1984). <i>The Constitution of Society: Outline of the Theory of Structuration</i>. California: University of California Press.</p> <p>Goodwin, J., Jasper, J. (2015). <i>The Social Movements Reader. Cases and Concepts (3rd ed.)</i>, Chichester, Wiley</p> <p>Mayer, F. (2014). <i>Narrative Politics: Stories and Collective Action</i>. Oxford: Oxford University Press</p> <p>Recommended Reading:</p> <p><i>Böhm, S., Dinerstein, A., & Spicer, A. (2010). (Im)possibilities of autonomy social movements in and beyond capital, the state and development. Social Movement Studies, 1(9), 17-32.</i></p> <p><i>Böhm, S., Spicer, A. and Fleming, P. (2008). Infra-Political Dimensions of Resistance to International Business: A Neo-Gramscian Approach. Scandinavian Journal of Management, v. 24, n. 3, p. 169-182</i></p> <p><i>Crossley, N. (2002). Making Sense of Social Movements, Open University Press</i></p> <p><i>Davis, G. D. McAdam, W.R. Scott, & M.N. Zald (Eds.), Social movements and organization theory (pp.4-40). Cambridge: Cambridge University Press.</i></p> <p><i>Della Porta, D. (2014). Methodological Practices in Social Movement Research, Oxford, Oxford University Press</i></p> <p><i>Della Porta, D., Diani, M. (2017). The Oxford Handbook of Social Movements, Oxford, Oxford University Press</i></p>

	<p>Gramsci, A. (1971). Selections from the prison notebooks. London: Lawrence and Wishart.</p> <p>Rao, H., Morrill, C., & Zald, M. N. (2000). Power plays: How social movements and collective action create new organizational forms. <i>Research in organizational behavior</i>, 22, 237-281.</p> <p>Scott, J. C. (1985). <i>Weapons of the weak</i>. New Haven: Yale University Press.</p> <p>Scott, J. C. (1990). <i>Domination and the hidden arts of resistance: Hidden transcripts</i>. New Haven, CN: Yale University Press.</p> <p>Schneiberg, M., & Lounsbury, M. (2008). Social movements and neo-institutional theory: Analyzing Path creation and change. In R. Greenwood, C. Oliver, S. Sahlin- Andersson & R. Suddaby (Eds.), <i>Handbook of Organizational Institutionalism</i> (pp. 650-72). London: Sage.</p> <p>Social movement theory https://en.wikipedia.org/wiki/Social_movement_theory</p>
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Leading Others: Power, Conflict and Negotiation (POCO)

<p>Leading Others: Power, Conflict and Negotiation (POCO, Lead 2)</p> <p>Status: September 2021</p>	
Module-Nr./ Code	POCO
Module title	Leading Others: Power, Conflict and Negotiation
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module

	LYPC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs "Master Management" and "Master Social Transformation: Politics, Philosophy, Economics.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Vinca Bigo, PhD, Associate Professor Prof. Dr. Wendelin Küpers
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Case Study according to § 10 (11) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	0 % (pass/fail)
Qualification objectives of the module	Students who have successfully participated in this module will be able: <ul style="list-style-type: none"> - to understand the phenomenon of leadership as relationship. - to reflect on power as a central force and component of social cooperation and organizational realities and as a source and medium of leader- followership. - to identify and experience power as an ambivalent, performative, productive and/or destructive moment. - to recognize conflicts as ambivalent and to understand the potential destructive force and/or transformational potential of conflicts. - to understand the per-formative and transformative power (and weakness) of decisions and policies in particular with regard to power and

	<p>conflict.</p> <ul style="list-style-type: none"> - to comprehend potentials and limitations of conflict resolution practices such as negotiation, mediation, arbitration and courts ruling. - to be able to use forms of nonviolent communication. - to apply a variety of negotiation competencies to remedy conflicts, claim interests and create added value sustainably. - to integrate ethical issues into leader- and followership practices. - to critically reflect on alternative forms of organization and business designed to deal with power and conflict differently. - to deal appropriately with various types of (team) conflicts
Content of the module	<ul style="list-style-type: none"> - Leadership as relationship - Phenomenon of Power and its forms and origins - Phenomenon of Conflict and its forms and origins - Potentials and limitations of decision and policy making (models, theories) in the field of power and conflict - Negotiation, Mediation, Arbitration and Courts as form of civilized conflict resolution - Competent sustainable value creating Negotiation - Non-violent communication
Teaching and learning methods of the module	<ul style="list-style-type: none"> - “Literature Laboratory” (presentations and discussions) - Simulations - Role-plays - Case Studies - Interactive presentations
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Invited guest speakers, simulations, real-life case studies
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p>Required reading:</p> <ul style="list-style-type: none"> • Bercovitsch, J. and Jackson, R. (2009). Conflict Resolution in the 21st Century: Principles, Methods, and Approaches. Ann Arbor: University of Michigan Press. • French, J. and Raven, B. (1959). The Bases of Social Power. In Studies in Social Power, D. Cartwright, Ed., pp. 150-167. Ann Arbor, MI: Institute for Social Research. • Ladkin, D. (2008) Rethinking Leadership: A New

Look at Old Leadership Questions Cheltenham: Elgar.

- Malhotra, D. (2016), Negotiating the Impossible. How to break deadlocks and resolve ugly conflicts, Harvard Business School
- Miall, H. (2004). Conflict Transformation: A Multi-Dimensional Task, Berghof Foundation Handbook in A. Austin, M. Fischer and N. Ropers, eds, Transforming Ethnopolitical Conflict: The Berghof Handbook. Berlin: VS Verlag für Sozialwissenschaften.
- Rosenberg, M. (2015). Nonviolent Communication: A Language of Compassion, 3rd ed.

Recommended reading:

- Berne, E. (1964). Games people play: the psychology of human relationships. New York: Grove Press.
- Fisher, R., Ury, W. (2011). Getting to Yes. Negotiating an agreement without giving in, Harvard Business School
- French, J. and Raven, B. (1959). The Bases of Social Power. In Studies in Social Power, D. Cartwright, Ed., pp. 150-167. Ann Arbor, MI: Institute for Social Research.
- Galtung, J. (1969). Violence, Peace, and Peace Research, in: Journal of Peace Research 6, 3, 167-191.
- Galtung, J. (2000). Conflict Transformation by peaceful means. The TRANSCEND Method UN Manual
- Hansson, S.O. (1994) Decision Theory. A Brief Introduction Stockholm: Royal Institute of Technology (KTH)
<http://home.abo.kth.se/~soh/decisiontheory.pdf>
- Ladkin, D. (2015) Mastering the Ethical Dimension of Organizations. A Self-Reflective Guide to Developing Ethical Astuteness Cheltenham: Elgar
- Malhotra, D., Bazerman, M.H. (2008). Negotiation Genius, Harvard Business School
- Miall, H. (2004). Conflict Transformation: A Multi-Dimensional Task, Berghof Foundation Handbook
- Ramsbotham, O., Woodhouse, T., Miall, H. (2011). Contemporary Conflict Resolution: The Prevention, Management and Transformation of Deadly Conflicts, 3rd edition. Cambridge: Polity Press.

Literature for Meta-Reflection

- Sumbeiywo, L. (2009). To be a Negotiator: Strategies and Tactics. Center for Security Studies (CSS), ETH/Zürich,

	<ul style="list-style-type: none"> • UN World Health Organization (WHO), Global Status Report on Violence Prevention 2014, New York. • United Nations (UN Institute for Training and Research, Department of Political Affairs) (2010) Manual for UN Mediators https://peacemaker.un.org/node/1849
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Alternative Organisational & Socio-Economic Practices (ALSO)

Alternative Organisational & Socio-Economic Practices (ALSO, Eco 2) Status: September 2021	
Module-Nr./ Code	ALSO
Module title	Alternative Organisational & Socio-Economic Practices
Semester	2nd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module INEC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module has interconnections to all other modules and specialisations, especially to the modules INEC and IPGE
Person responsible for the module	Prof. Dr. Michael Zerr

Name(s) of the instructor(s)	Prof. Dr. Michael Zerr
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 10 (7) Course and Examination Regulations for the Master “Social TransFormation: Politics, Philosophy, Economics” (CER); see appendix.
Weighting of the grade within the total grade	5,0 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to <ul style="list-style-type: none"> • Identify and evaluate possibilities of alternative (organisational) socio-economic practices • Analyse alternative economic practices as link between individual economic behaviour and macroeconomic conditions reproducing or transforming either one in this process of structuration • Distinguish enabling and constraining factors for heterodox economic practices and reflecting challenges and obstacles/limitations of heterodox economics • comprehend the relevance and implementation of ethics of economics and ethics in organisations • develop ethically based policies, including ameliorative and/or radical, social, and economic ones
Content of the module	<ul style="list-style-type: none"> • Historically informed, critical understanding meaning and relevance of envisioning “alternative(s)” (vision, utopia, avant-garde, etc) as means for social transformation • Possibilities, drivers, obstacles and challenges of organizing alternatives and of inter-organizational collaborations • Role of key actors and stakeholders of alternative organisations (government, academic and other institutions, investors and representatives of civil society)Alternative Organisational & Socio-Economic Practices, including:

	<ul style="list-style-type: none"> ○ Social & Ecological Entrepreneurship ○ Practices of Self-Sufficiency ○ Practices of Shared-Economy ○ Cooperatives ○ Ethical Consumerism ○ Peer-to-Peer Networks ○ Local Currency/Community Currency ○ Transition Towns ○ Urban Gardening ● Economy for the Common Good ● Forms of distributing wealth <ul style="list-style-type: none"> ○ Nationalization of means of production ○ Social Benefits ○ Wealth Tax ○ Income Tax ○ Unconditional Basic Income ● Economic Democracy <ul style="list-style-type: none"> ○ Work Council ○ Unions ○ Worker Cooperatives ○ Open-Source Projects ○ Pluralist Commonwealth ● Drivers, obstacles, specific features and challenges of and among alternative organizations and of inter-organizational collaborations ● Possibilities and challenges for ‘organizing and institutionalization of alternative economic and organizational practices ● Ethics in alternative organisations and economic practices
Teaching and learning methods of the module	Interactive lectures, group-work, debate, working with literature, documentary material, case studies, media
Special features	<p><u>Case Studies:</u></p> <p>Case of Solidarity Economy</p> <p>Daskalaki, Maria Marianna Fotaki, and Irene Sotiropoulou (2019). Performing Values Practices and Grassroots Organizing: The Case of Solidarity Economy Initiatives in Greece, Organization Studies Vol. 40, No. 11</p> <p>Case Fair Trade</p>

	<p>Davies, I. (2009). Alliances and Networks: Creating Success in the UK Fair Trade Market. <i>Journal of Business Ethics</i>, 86 (S1), 109–12.</p> <p>Gendron, C., Bisailon, V., & Rance, A. (2009). “The Institutionalization of Fair Trade: More than Just a Degraded Form of Social Action.” <i>Journal of Business Ethics</i>, 86, supplement 1, 63–7.</p> <p>Cases community supported agriculture</p> <p>Bloemmen, M., Bobulescu, R., Le, N. T., & Vitari, C. (2015). Microeconomic degrowth: the case of community supported agriculture. <i>Ecological Economics</i>, 112, 110-115.</p> <p>Rosol, M. (2020). On the Significance of Alternative Economic Practices: Reconceptualizing Alterity in Alternative Food Networks. <i>Economic Geography</i>, 96(1), 52-76.</p> <p>Examples (regional cases):</p> <ul style="list-style-type: none"> - https://www.solawi-karotte.de/ - https://www.hoflebensberg.de/landwirtschaft
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p>Required reading:</p> <ul style="list-style-type: none"> • Barkin, D. (2009). Principles for constructing alternative socio-economic organizations: Lessons learned from working outside institutional structures. <i>Review of Radical Political Economics</i>, 41(3), 372-379. • DuRand, C. (Ed.). (2016). <i>Moving beyond capitalism</i>. Routledge. • Kostakis V. and M. Bauwens (2014). <i>Network society and future scenarios for a collaborative economy</i>. UK: Palgrave Macmillan. • Parker, M., Cheney, G., Fournier, V., & Land, C. (Eds.). (2014). <i>The Routledge companion to alternative organization</i>. Routledge. (selected chapters) • Perkins, P. E. E. (2019). Climate justice, commons, and degrowth. <i>Ecological Economics</i>, 160, 183-190. • Tirole, J. (2017). <i>Economics for the common good</i> Princeton, N.J.: Princeton University Press.

Recommended reading:

- Barry, J., & Quilley, S. (2009). The transition to sustainability: Transition towns and sustainable communities. In *The transition to sustainable living and practice*. Emerald Group Publishing Limited.
- Felber, C. (2019). *Change everything: Creating an economy for the common good*. Zed Books Ltd.
- Foramitti, J., Varvarousis, A., & Kallis, G. (2020). Transition within a transition: how cooperative platforms want to change the sharing economy. *Sustainability Science*, 1-13.
- Gebauer, J. (2018). Towards growth-independent and post-growth-oriented entrepreneurship in the SME sector. *mrev management revue*, 29(3), 230-256.
- Kothari, A., Demaria, F., & Acosta, A. (2014). Buen Vivir, degrowth and ecological Swaraj: Alternatives to sustainable development and the green economy. *Development*, 57(3-4), 362-375.
- Levi, Y. (2005, August). How nonprofit and economy can co-exist: A cooperative perspective. In *ICA XXI International Cooperative Research Conference*.
- Mair, J., Rathert, N. (2021): Alternative organizing with social purpose: revisiting institutional analysis of market-based activity, *Socio-Economic Review*, Volume 19, Issue 2, April 2021, pp 817–836
- Meyer, C., & Hudon, M. (2017). Alternative organizations in finance: Commoning in complementary currencies. *Organization*, 24(5), 629-647.
- Nirmal, P., & Rocheleau, D. (2019). Decolonizing degrowth in the post-development convergence: Questions, experiences, and proposals from two Indigenous territories. *Environment and Planning E: Nature and Space*, 2(3), 465-492.
- Ossewaarde, M., & Reijers, W. (2017). The illusion of the digital commons: 'False consciousness' in online alternative economies. *Organization*, 24(5), 609-628.
- Parker, M. (2017). Alternative enterprises, local economies, and social justice: why smaller is still more beautiful *M@n@gement*, vol. 20(4). 418-434.
- Rauner-Lange, C. (2018). Post-growth Organisations as Resonant and Reciprocal Social Systems: A Matter of Gratification. *mrev management revue*, 29(4), 381-404.

	<ul style="list-style-type: none"> • Sanna, V. S. (2018). Grassroots initiatives for sustainability transitions: community-wide impacts and economic functioning. <i>management revue</i>, 29(4), 349-380. • Vakkayil, J. (2017) Resistance and integration: Working with capitalism at its fringes, <i>M@n@gement</i> vol. 20(4). 394-417 • Verma, R. (2017). Gross National Happiness: meaning, measure and degrowth in a living development alternative. <i>Journal of Political Ecology</i>, 24(1), 476-490. •
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Culture, Markets & Consumption

Culture, Markets and Consumption Status: September 2021	
Module-Nr. / Code	CMAC
Module title	Culture, Markets and Consumption
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	<input type="checkbox"/>
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however the successful completion of the modul

	CUTU is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	-
Person responsible for the module	Prof. Dr. Stephan Sonnenburg
Name(s) of the instructor(s)	Prof. Dr. Desmond Wee Prof. Dr. Wendelin Küpers
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours / 108 self-study hours (including two weeks fieldtrip)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Project according to § 10 (8) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	Students who have successfully participated in this module will be able: <ul style="list-style-type: none"> - to describe the economy as a cultural phenomenon. - to understand markets as culturally shaped arenas ("markets are conversations"). - to analyze and differentiate between consumption and consumer cultures, taking into account intercultural

	<p>differences.</p> <ul style="list-style-type: none"> - to throw light on how people produce meaning with their consumption. - to reflect on which strategies and measures organizations use to relate to this (marketing and brand management). - to identify which actors (inter)act in these arenas and what their relationships are with each other. - to effectively apply the "arena, actor, agenda" terms for the analysis of real contexts.
Content of the module	<ul style="list-style-type: none"> - Consumer culture theory - Objects, exchange, interaction - Signs, symbols, sense - Subjects, society, capital - The social construction of markets and arenas - Material culture and consumer culture- Consumer identity - Liminal consumption - Consumption as political and moral practice - Identifying (hidden) agendas
Teaching and learning methods of the module	Field Study in the form of an Edutour
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Students do field research, selecting a research topic, analyzing the relevant arena, identifying stakeholders, conducting a stakeholder analysis and investigating different agendas and the resulting discourses and interactional dynamics

Governance: Norms, Rules & Rituals

Governance: Norms, Rules and Rituals	
Status: September 2021	
Module-Nr./ Code	NORU
Module title	Governance: Norms, Rules and Rituals
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however the successful completion of the module LERE is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	-
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English

Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 10 (7) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	5
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> - to analyze and apply norms, rules, and rituals as management instruments. - to describe how norms are institutionalized in the form of rules and rituals. - to develop governance principles for different types of organizations. - to explain the effect of norms, rules, and rituals on and in organizations and apply this understanding to their respective role as manager, employee, colleague or consultant. - to identify intercultural differences in the application and effect of norms, rules, and rituals.
Content of the module	<ul style="list-style-type: none"> - Institutions - The emergence of norms and rules in social communities - Evolution, Institutionalization and Diffusion of Norms - Societal effects of norms - Functions and limitations of normative governance - Governance principles and adaptation - Interpretative approaches to norms and rules - Rituals: performance, orientation, interpretation
Teaching and learning methods of the module	Interactive lecture, seminar style

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	To promote scientific discourse, 1-2 guest lectures e.g. by practitioners in the field of corporate governance or a company excursion will be integrated, if possible. Self-study integrating online components such as Skype, Dropbox and the university's internal download center.

Strategic Practice

Strategic Practice	
Status: September 2021	
Module-Nr./ Code	STRT
Module title	Strategic Practice
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module BUSA is recommended. For preparation, please refer to the required and recommended

	literature in this module description and to the university's internal learning platform.
Applicability of the module	-
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Prof. Dr. Wendelin Küpers Richard Gerstenberg
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Written Assignment according to § 10 (2) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	4
Qualification objectives of the module	Students who have successfully participated in this module will be able: <ul style="list-style-type: none"> - to identify, analyze and critically reflect on concrete strategies for the construction and interaction of ventures with(in) its socio-cultural environment as activity configuration. - to interpret and evaluate critically the 'classics' of strategy and apply them to generate approaches to current issues. - to understand strategic dynamics and to evaluate the relative strength of different strategic positions as a basis for decisions & actions and examining possible conflicts - to develop own strategies, taking into account their

	<p>practices, processing and effects.</p> <ul style="list-style-type: none"> - to deal with ambiguities and to think in terms of imperfect solutions for strategic problems, and integrating pre- and arational dimensions.
Content of the module	<ul style="list-style-type: none"> - Definition, context & contents of strategy - Strategy work, process & strategists - Classical strategic thinkers and designs - Strategic practice(s) as creative action / performance / Strategy-as-Practice - Role of material and symbolic artifacts to strategize - Strategic dynamics & cooperation - Strategy and metaphors & narratives - Pre- and a-rational approaches & competencies: embodied and implicit knowing, intuition, emotions, imagination & dreams
Teaching and learning methods of the module	Interactive lecture, seminar style
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Self-study integrating online components such as Dropbox and the university's digital platform

Power & Conflict

Leading Others: Power, Conflict and Negotiation Status: September 2021	
Module-Nr./ Code	POCO
Module title	Leading Others: Power, Conflict and Negotiation
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module LYPC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs "Master Management" and "Master Social TransFormation: Politics, Philosophy, Economics.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Vinca Bigo, PhD, Associate Professor Prof. Dr. Wendelin Küpers
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Case Study

	according to § 10 (11) Course and Examination Regulations for the Master “Management” (CER); see appendix.
Weighting of the grade within the total grade	0 % (pass/fail)
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> - to understand the phenomenon of leadership as relationship. - to reflect on power as a central force and component of social cooperation and organizational realities and as a source and medium of leader- followership. - to identify and experience power as an ambivalent, performative, productive and/or destructive moment. - to recognize conflicts as ambivalent and to understand the potential destructive force and/or transformational potential of conflicts. - to understand the per-formative and transformative power (and weakness) of decisions and policies in particular with regard to power and conflict. - to comprehend potentials and limitations of conflict resolution practices such as negotiation, mediation, arbitration and courts ruling. - to be able to use forms of nonviolent communication. - to apply a variety of negotiation competencies to remedy conflicts, claim interests and create added value sustainably. - to integrate ethical issues into leader- and followership practices. - to critically reflect on alternative forms of organization and business designed to deal with power and conflict differently. - to deal appropriately with various types of (team) conflicts
Content of the module	<ul style="list-style-type: none"> - Leadership as relationship - Phenomenon of Power and its forms and origins - Phenomenon of Conflict and its forms and origins - Potentials and limitations of decision and policy making (models, theories) in the field of power and conflict - Negotiation, Mediation, Arbitration and Courts as form of civilized conflict resolution - Competent sustainable value creating Negotiation - Non-violent communication
Teaching and learning methods of the module	<ul style="list-style-type: none"> - “Literature Laboratory” (presentations and discussions) - Simulations - Role-plays

	<ul style="list-style-type: none"> - Case Studies - Interactive presentations
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Invited guest speakers, simulations, real-life case studies

Sustainable Urban Development

Sustainable Urban Development: Conflict & Acceptance Status: September 2021	
Module-Nr./ Code	SURD
Module title	Sustainable Urban Development: Conflict & Acceptance
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module ASUS is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs “Master Management” and “Master Social TransFormation: Politics, Philosophy, Economics.
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Marisol Bock Monica Muresanu

	Florin Muresanu Peter Spuhler
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 10 (7) Course and Examination Regulations for the Master “Management” (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> - differentiate urban development according to dimensions like size, geography, populations and wealth. - identify various urban actors. - scrutinize institutions and institutional settings concerning sustainable urban development. - analyze interaction dynamics and agendas of relevant players. - recognize conflict patterns and observe strategies for acceptance.
Content of the module	<ul style="list-style-type: none"> - Cities and their (post-)modern narratives - Urban planning schools in changing times - The death of industry and utopianism in urban planning: Situationist disorder - From neoliberalism to gentrification: Limits to postmodernist cities - Beyond modernity: Next cityscapes and new communities
Teaching and learning methods of the module	Interactive seminar, case studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

Brand Strategies

Brand Storytelling & Addressing Audiences	
Status: September 2021	
Module-Nr./ Code	BRAS
Module title	Brand Storytelling & Addressing Audiences
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module ABRA is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs “Master Management” and “Master Social Transformation: Politics, Philosophy, Economics
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Sangeeta Singh
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Case Study according to § 10 (11) Course and Examination Regulations for the Master “Management” (CER); see appendix.

Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> - to understand that brands need a place (a) in the social arenas (economy, law, politics, culture), (b) in the awareness of consumers and citizens, (c) in the competition with other brands, branded products, people, services or ideas. - to develop brand strategy on the basis of a deep understanding of the consumers' and citizens' needs and organizational identity. - to systematically create brand strategies and to link them to communication - to apply brand strategies on different social arenas. - to diagnose the narrative structure (stories) of brands and integrate them in the brand navigation. - to develop stories in text or image form and to locate them in space
Content of the module	<ul style="list-style-type: none"> - Methods of market/arena analysis - Basis elements of fundraising - Stakeholder (customers, voters, citizens, donors) need analysis, market segmentation and value proposition - Concepts of brand image, brand identity, reputation and legitimacy - Brand concepts, creative briefs and brand design elements - Brand storytelling and brand narratives - Evaluation of brand performance
Teaching and learning methods of the module	Interactive seminar
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>Use of learning platform Moodle</p> <p>Guest speakers from company and non-profit-organizations</p>

Global Trade, Challenges & Alternatives

Global Trade, Challenges & Alternatives Status: September 2021	
Module-Nr./ Code	GTCA
Module title	Global Trade, Challenges & Alternatives
If relevant, course units within the module	-
Study Semester (or Trimester)	2 nd semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Course type (mandatory, elective, etc.)	Compulsory Core Elective
Applicability of the module	The module is applicable to the Master programs "Master Management" and "Master Social TransFormation: Politics, Philosophy, Economics.
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module GLFB is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type is a Seminar Paper according to § 10 (3) Course and Examination Regulations for the Master "Management" (CER); see appendix.

Weighting of the grade within the total grade	5,0 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> - Understand the possibilities and challenges of globalization for corporate strategies, competitive advantages, market development and resource acquisition - Identify and critically evaluate the consequences of the current global trade regime on businesses, employees, communities and natural resources applying Critical Theory - Analyse the impact of the trade policies of China, EU and USA on the Global South - Debate various critiques on Free Trade and Globalization including New Protectionism, tribalization, and the Global Justice Movement - Reflect on the post-colonial/decolonial critique of the current Global Trade regime - Investigate the interconnections between global trade and various phenomena, e.g. poverty & economic exclusion, migration/refugees, gender inequality, climate catastrophe, informal labour & exploitation and global health crises - Apply Critical International Relations Theory (CIRT) on global trade regimes
Contents of the module	<ul style="list-style-type: none"> - Outsourcing and its Consequences - MNCs & Global Trade - SME, family businesses & Global Trade - Free Trade vs. Fair Trade - New Protectionism <ul style="list-style-type: none"> o USA o Brexit - Trade Policies of China, EU & USA <ul style="list-style-type: none"> o Their impact on the global South - Centre and Periphery between and within countries - Global Systems of production and consumption - Corporate Expansion - Poverty & economic exclusion - Migration/refugees - Gender Inequality - Climate Catastrophe - Informal labour & Exploitation - Global Health Crisis - Anti-globalist movements - Labour activism